

**SWITZERLAND-IMF  
PARTNERSHIP  
ON CAPACITY DEVELOPMENT**



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**ANNUAL  
REPORT  
2019**

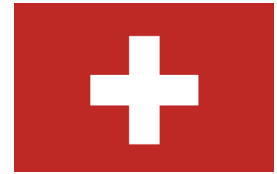
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# **SWITZERLAND - IMF PARTNERSHIP ON CAPACITY DEVELOPMENT**



Subaccount under the IMF Framework  
Administered Account for Selected  
Fund Activities

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## **ANNUAL REPORT FY2019**

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# ACRONYMS AND ABBREVIATIONS

|                 |                                                                                 |              |                                                    |
|-----------------|---------------------------------------------------------------------------------|--------------|----------------------------------------------------|
| <b>AFR</b>      | Africa Department, IMF                                                          | <b>FATF</b>  | Financial Action Task Force                        |
| <b>AFRITACs</b> | Africa Regional Technical Assistance Centers                                    | <b>FIU</b>   | Financial Intelligence Units                       |
| <b>ALM</b>      | Asset Liability Management                                                      | <b>FPAS</b>  | Forecasting and Policy Analysis System             |
| <b>AML/CFT</b>  | Anti-Money Laundering and Combating the Financing of Terrorism                  | <b>FSAP</b>  | Financial Sector Assessment Program                |
| <b>BCBS</b>     | Basel Committee on Banking Supervision                                          | <b>FSP</b>   | Fiscal Strategy Paper                              |
| <b>BoA</b>      | Bank of Albania                                                                 | <b>FSRB</b>  | FATF-Style Regional Bodies                         |
| <b>BoG</b>      | Bank of Ghana                                                                   | <b>FSSF</b>  | Financial Sector Stability Fund                    |
| <b>CB</b>       | Central Bank                                                                    | <b>FSU</b>   | Financial Stability Unit                           |
| <b>CBT</b>      | Central Bank of Turkmenistan                                                    | <b>FTE</b>   | Fiscal Transparency Evaluation                     |
| <b>CD</b>       | Capacity Development                                                            | <b>FX</b>    | Foreign Exchange                                   |
| <b>CFMs</b>     | Capital Flow Management Measures                                                | <b>GFS</b>   | Government Finance Statistics                      |
| <b>CRD</b>      | Capital Requirements Directive                                                  | <b>GFSY</b>  | Government Finance Statistics Manuals              |
| <b>DIAN</b>     | Dirección de Impuestos y Aduanas Nacionales (Colombia's Tax and Customs Agency) | <b>GFSY</b>  | Government Finance Statistics Yearbook             |
| <b>DGCPTN</b>   | General Directorate of Public Credit and National Treasury                      | <b>IADI</b>  | International Association of Deposit Insurers      |
| <b>EDP</b>      | Excessive Deficit Procedure                                                     | <b>ICAAP</b> | Internal Capital Allocation Assessment Program     |
| <b>ESA</b>      | European System of National and Regional Accounts                               | <b>ICD</b>   | Institute for Capacity Development, IMF            |
| <b>EU</b>       | European Union                                                                  | <b>ICT</b>   | Information and Communications Technology          |
| <b>EUR</b>      | European Department, IMF                                                        | <b>IDB</b>   | Inter-American Development Bank                    |
| <b>FAD</b>      | Fiscal Affairs Department, IMF                                                  | <b>IFMIS</b> | Integrated Financial Information Management System |
|                 |                                                                                 | <b>IFRS</b>  | International Financial Reporting Standards        |

|               |                                                      |              |                                                                                |
|---------------|------------------------------------------------------|--------------|--------------------------------------------------------------------------------|
| <b>IOSCO</b>  | International Organization of Securities Commissions | <b>PEFA</b>  | Public Expenditure and Financial Accountability                                |
| <b>IPSAS</b>  | International Public Sector Accounting Standards     | <b>PFM</b>   | Public Financial Management                                                    |
| <b>ISWGNA</b> | Inter-Secretariat Working Group on National Accounts | <b>PIFC</b>  | Public Internal Financial Control                                              |
| <b>IT</b>     | Information Technology                               | <b>PSDS</b>  | Public Sector Debt Statistics                                                  |
| <b>LOLR</b>   | Lender of Last Resort                                | <b>PSDSG</b> | Public Sector Debt Statistics Guide                                            |
| <b>LOU</b>    | Letter of Understanding                              | <b>RBM</b>   | Results Based Management                                                       |
| <b>LTX</b>    | Long Term Expert                                     | <b>RBS</b>   | Risk Based Supervision                                                         |
| <b>MAFPD</b>  | Macroeconomic and Financial Policies Department      | <b>RPPI</b>  | Residential Property Price Indexes                                             |
| <b>MCD</b>    | Middle East and Central Asia Department, IMF         | <b>SECO</b>  | State Secretariat for Economic Affairs, Switzerland                            |
| <b>MCM</b>    | Monetary and Capital Markets Department, IMF         | <b>SNA</b>   | System of National Accounts                                                    |
| <b>MEF</b>    | Ministry of Finance, Peru                            | <b>STA</b>   | Statistics Department, IMF                                                     |
| <b>METAC</b>  | Middle East Technical Assistance Center              | <b>STX</b>   | Short-Term Expert                                                              |
| <b>MHCP</b>   | Colombian Ministry of Finance                        | <b>TA</b>    | Technical Assistance                                                           |
| <b>MNRW</b>   | Managing Natural Resource Wealth                     | <b>TADAT</b> | Tax Administration Diagnostic Tool                                             |
| <b>MTBF</b>   | Medium-Term Budget Framework                         | <b>TF</b>    | Thematic Fund                                                                  |
| <b>MTEF</b>   | Medium-Term Expenditure Framework                    | <b>TPA</b>   | Tax Policy and Administration                                                  |
| <b>NBKR</b>   | National Bank of the Kyrgyz Republic                 | <b>TSA</b>   | Treasury Single Account                                                        |
| <b>NBT</b>    | National Bank of Tajikistan                          | <b>UGPP</b>  | Unidad de Gestión Pensional y Parafiscales (Colombia's social security Agency) |
| <b>NPL</b>    | Non-Performing Loans                                 | <b>WB</b>    | World Bank                                                                     |
|               |                                                      | <b>WHD</b>   | Western Hemisphere Department, IMF                                             |

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# EXECUTIVE SUMMARY



# EXECUTIVE SUMMARY

Switzerland continues to be a strong supporter of International Monetary Fund (IMF) capacity development (CD). Since 1997, Switzerland, through the State Secretariat for Economic Affairs (SECO), has partnered with the IMF to finance CD for Swiss priority and constituency countries. The Swiss contribution significantly contributes to achieving SECO's main CD goal of promoting economic stability and sustainable growth to help beneficiary countries reduce poverty.

Switzerland, through its subaccount at the IMF, finances country-specific and region-wide projects globally in addition to the significant contribution they make to the IMF's multi partner vehicles - Regional and Thematic Trust Funds (see Table 1). Since FY2010, SECO has allocated US\$151 million to IMF CD through this subaccount. Three letters of understanding (LOUs) anchor support for Swiss priority and constituency countries. LOU East<sup>1</sup> which was closed in FY18 financed 14 projects in Eastern regions since 2009; LOU South<sup>2</sup> has supported

21 projects in Southern regions since 2010; and under LOU Global, 16 projects have been financed worldwide since 2016. The last active project financed under LOU East concluded in the last fiscal year. As a result, LOU East will not be included in this report.

In FY2019 (May 1, 2018–April 30, 2019) the SECO-IMF bilateral partnership continued to produce results. Under LOU South, two revenue administration projects are ongoing in Peru and Colombia, in addition to a recently completed budget formulation project in Egypt that aimed to reinvigorate and further advance Egypt's public financial management (PFM) reform agenda. This project ended in early FY2019 and a successor project, which will also be financed by SECO, to support Egypt's budget reform and fiscal risk management, commenced in FY2019. Five regional projects and nine single-country interventions continued to be implemented under LOU Global, building on the success of projects initially financed through LOUs East and South. Additional projects

<sup>1</sup> Priority and constituency countries East: Albania, Azerbaijan, Bosnia-Herzegovina, Kosovo, the Kyrgyz Republic, Macedonia, Serbia, Tajikistan, Turkmenistan and Ukraine.

<sup>2</sup> Priority countries South: Colombia, Egypt, Ghana, Indonesia, Peru, South Africa, Tunisia, and Vietnam.

are currently being considered for inclusion in LOU Global including possible projects on monetary policy implementation in Azerbaijan and on Public Investment Management (PIM) in South Africa.

The Global LOU will be the sole source of new funding through 2020. SECO's transfer of approximately US\$18.4 million has been fully committed to new CD initiatives to be implemented by IMF's Monetary and Capital Markets (MCM) and Statistics (STA) Departments. An additional \$180,000 for new projects in pending approval. The remaining US\$6 million is expected to finance projects that build on current initiatives to ensure continuity and strong results by the end of the next funding period.

In FY2019 a new regional multi-donor trust fund covering the South Eastern

Europe (SEE) region was launched. This trust fund incorporates the previous SECO funded revenue administration project in the region with activities also funded by the EC. Through this Fund the EC also support additional activities in the PFM area.

The IMF acknowledge the priority the Swiss government have placed on supporting countries of the Central Asia and the Balkans region, as well as SECOs intention to support work in this region through the recently established regional capacity development center (RCDC) for Caucasus, Central Asia and Mongolia (CCAM). The new Center joins IMF's global CD footprint of 16 the existing RCDCs and, as it is established, will draw from the experiences and lessons learned these models provide. The Center will close the gap on the unmet demand for technical assistance by bolstering the effectiveness and

outcomes of support in the region via: continuous, responsive on the ground interaction through 6/7 long-term experts stationed in the region (with backstopping/quality control from IMF HQ); deeper knowledge of the region to enhance trust and confidence; cross country synergies and peer learning; and follow-up implementation support. Technical assistance will be delivered in the fiscal areas: PFM, macro-fiscal, revenue administration; monetary/ financial sector areas: monetary policy framework, central bank operations and financial regulation and supervision; and statistics areas; national accounts, prices, and government finance statistics. SECO's support to the new Center will not be channeled through the subaccount.

Only projects that were active in the above period are covered by this annual report.

# IMF-SECO BILATERAL COOPERATION

# IMF-SECO BILATERAL COOPERATION

## INTRODUCTION

This is the ninth Annual Report on IMF capacity development (CD) activities financed by Switzerland through its State Secretariat for Economic Affairs (SECO) subaccount. The report covers the period from May 1, 2018, through April 30, 2019. In addition to providing a snapshot of the financial status of the subaccount as of April 30, 2019, this report also provides an overview of operations during the reporting period and synthesizes lessons learned to enhance future programming and implementation of the IMF-SECO bilateral partnership.

## IMF CAPACITY DEVELOPMENT

IMF CD comprises technical assistance (TA) and training to help member countries build effective economic institutions and acquire the skills to formulate and apply sound macroeconomic and financial policies. This helps countries develop the foundation they need to achieve their growth and development goals. Established in 1945, the IMF began to deliver CD in the early 1960s in response to requests from newly independent IMF members in Africa and Asia.

As a core mandate of the IMF, CD accounted for about 30 percent of

IMF spending in FY2019 (increased from 28% in FY2017). All CD is driven by IMF member country demand, and exceptional in-house expertise, a focused approach, and integrated methodology enable the IMF to deliver high-quality TA and training. As one of the few institutions offering CD globally, the IMF is strategically placed to respond to country needs quickly and effectively. Its approach delivers results and provides external partners with opportunities for strategic engagement with beneficiary countries.

CD is focused on the core areas of IMF expertise (Box 1) and is delivered mainly

## BOX 1. CORE AREAS OF IMF CAPACITY DEVELOPMENT

|                                        |                                                                                                                                                                                 |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Fiscal Policy and Management           | Tax policy and revenue administration; expenditure policy; public financial management; fiscal institutional frameworks; and fiscal risk                                        |
| Monetary Policy and Financial Systems  | Monetary and exchange rate policy; financial stability analysis and macroprudential policy; financial sector supervision and regulation; debt management; and crisis management |
| Macroeconomic and Financial Statistics | External sector; government finance; monetary and financial; national accounts and price statistics; data dissemination standards                                               |
| Legislative Frameworks                 | Laws and regulations on economic and financial policies and institutions; anti-money laundering and combating the financing of terrorism                                        |
| Macroeconomic Frameworks               | Macroeconomic diagnostics and analysis; forecasting and modeling; financial programming; macroeconomic policies.                                                                |

Source: IMF Institute for Capacity Development, 2017.

by the Fiscal Affairs Department (FAD), Legal department (LEG), the Institute for Capacity Development (ICD), the Monetary and Capital Markets Department (MCM), and the Statistics Department (STA). The IMF delivers CD through an integrated matrix based on a network of regional centers overlaid with support from thematic funds and bilateral program arrangements, all made possible by the support of external partners like SECO.

### 3. THE IMF-SECO PARTNERSHIP

Since 1997, Switzerland, through its State Secretariat for Economic Affairs (SECO), has partnered with the IMF to finance capacity development (CD)—technical assistance (TA) and training—for its constituency and other priority countries. This long-standing partnership covers both bilateral and multi-partner arrangements, supporting both country-specific and region-wide

efforts (Table 1). Activities focus on SECO priority countries, through Letters of Understanding (LOU) East, South and Global. Switzerland is the third largest contributor to IMF CD (Figure 1) based on three-year rolling averages of signed contributions.

SECO-financed activities are embedded in the broad strategic framework that governs cooperation between

**TABLE 1. THE SECO-IMF PARTNERSHIP**

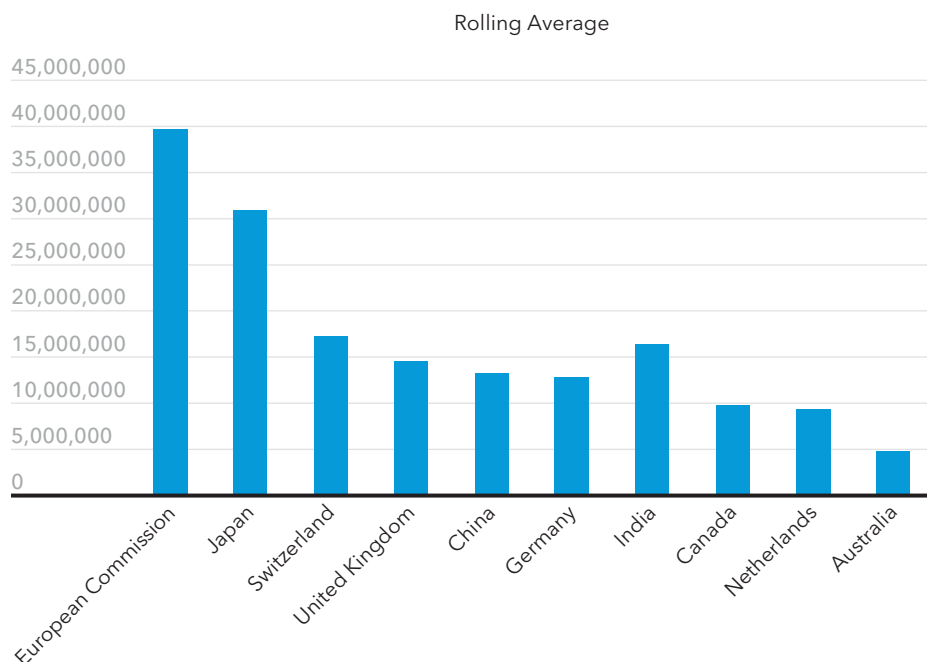
| Modalities                                                    | Signed Agreements<br>(millions of USD) | Period Covered<br>(calendar year) |
|---------------------------------------------------------------|----------------------------------------|-----------------------------------|
| <b>Bilateral Accounts</b>                                     | <b>67.7</b>                            |                                   |
| • Old Bilateral Program <sup>3</sup>                          | 18.7                                   | 1996–2012                         |
| • LOU East                                                    | 12.8                                   | 2009–2015                         |
| • LOU South                                                   | 12.0                                   | 2010–2015                         |
| • Conference                                                  | 0.1                                    | 2013                              |
| • 2016–2020 Program                                           | 24.1                                   | 2016–2020                         |
| <b>Multi-Partner Accounts - TFs</b>                           | <b>58.6</b>                            |                                   |
| • AML/CFT Phase I                                             | 5.0                                    | 2009–2015                         |
| • AML/CFT Phase II                                            | 6.5                                    | 2014–2020                         |
| • Debt Management Facility II                                 | 2.4                                    | 2014–2019                         |
| • D4D Phase 1                                                 | 4.0                                    | 2018–2023                         |
| • FIRST Phase II                                              | 2.2                                    | 2007–2014                         |
| • FIRST Phase III                                             | 5.1                                    | 2013–2017                         |
| • FIRST Phase IV                                              | 1.2                                    | 2018–2022                         |
| • FSSF Phase I                                                | 4.0                                    | 2017–2022                         |
| • MNRW Phase I                                                | 5.0                                    | 2011–2017                         |
| • MNRW Phase II                                               | 7.2                                    | 2016–2021                         |
| • TADAT Phase I                                               | 1.3                                    | 2014–2019                         |
| • Revenue Mobilization (Tax Policy & Administration) Phase I  | 5.0                                    | 2011–2017                         |
| • Revenue Mobilization (Tax Policy & Administration) Phase II | 7.1                                    | 2016–2021                         |
| • SEE Phase 2                                                 | 2.5                                    | 2019–2021                         |
| <b>Multi-Partner Accounts - RTACs</b>                         | <b>25.6</b>                            |                                   |
| • AFRITACs                                                    | 4.9                                    | 2003–2008                         |
| • AFRITAC East Phase III                                      | 1.0                                    | 2009–2015                         |
| • AFRITAC East Phase IV                                       | 1.0                                    | 2015–2020                         |
| • AFRITAC West                                                | 1.0                                    | 2009–2017                         |
| • AFRITAC West II                                             | 5.0                                    | 2013–2019                         |
| • AFRITAC South Phase I                                       | 3.0                                    | 2011–2017                         |
| • AFRITAC South Phase II                                      | 5.1                                    | 2017–2022                         |
| • METAC Phase IV                                              | 4.6                                    | 2016–2021                         |
| <b>TOTAL</b>                                                  | <b>151.8</b>                           |                                   |

Source: IMF Institute for Capacity Development, 2019.

<sup>3</sup> There were seven signed Letters of Understanding (LOUs) and 21 approved projects.



**FIGURE 1. TOP CONTRIBUTORS TO IMF CAPACITY DEVELOPMENT (TA AND TRAINING) BY COUNTRY (FY2017-2019)**

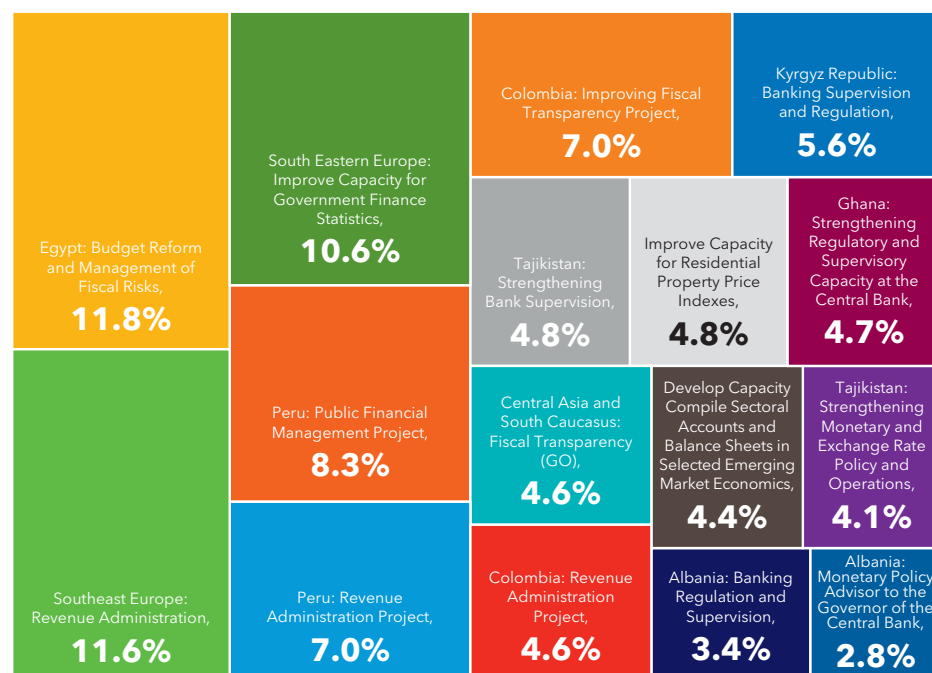


Source: IMF Institute for Capacity Development, 2019.

SECO and the IMF. This programmatic approach was adopted to (1) better reflect SECO and IMF strategic orientations; (2) improve alignment with SECO's internal controls and project cycle management requirements; and (3) enhance the impact and sustainability of interventions. The main goal of all IMF activities is to promote economic stability and sustainable growth and thus help to reduce poverty in member countries. Reflecting the strategic objective of the SECO-IMF partnership and member demand, CD activities are focused on the following areas:

- Public financial management (PFM) (including tax and accounting)
- Macroeconomic analysis and management
- Financial market development
- Central banking
- Pension systems
- Economic and financial statistics

**FIGURE 2. DISTRIBUTION OF BUDGET BY ACTIVE PROJECT**



Source: IMF Institute for Capacity Development, 2019.

In 2015, SECO and the IMF signed a new LOU for the next five years, for a total of CHF 24 million in financing for CD to SECO priority and constituency countries. This Phase is due to end in December 2020. In FY2020 SECO and the IMF will work on a new agreement for the subsequent 5-year phase.

## THE STRATEGIC LOGFRAME

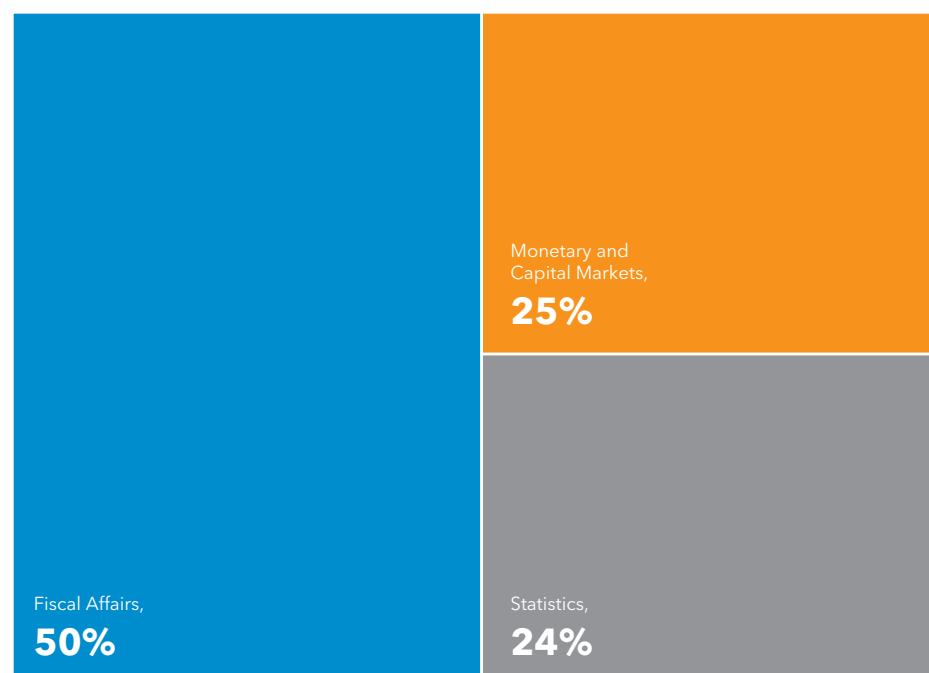
The activities of LOU South and Global programs are guided by strategic logframes (Annex 1 and 2) that set out eligible activity clusters, the range of potential projects, and indicative outcomes and indicators. Outcomes and indicators for individual projects are customized to the situation on the ground and are reported on in annual progress reports. The framework for activities under the LOU Global are based on the IMF results management (RBM) system (Annex 2).

## OVERVIEW OF BUDGET DISTRIBUTION PER PROJECT

Figure 2 outlines the distribution of the budget of active SECO projects. Of the 16 active SECO-funded projects, 50% of budget allocation is towards fiscal affairs topics (Figure 3). Approximately 25% of the of the new LOU Global—almost US\$ 6 million—is available for allocation to new projects between now and the end of 2020.

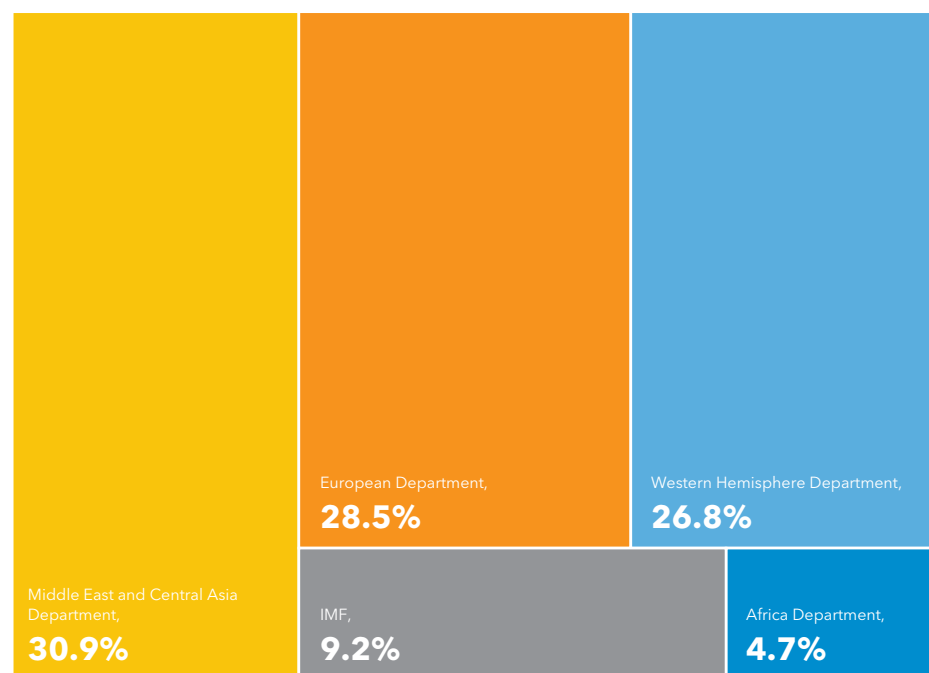
Regionally, budget allocation indicates a fairly even split between projects in the Western Hemisphere (Colombia and Peru) and in Southeast Europe (Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Serbia), followed by projects in Central Asia (Figure 4).

FIGURE 3. DISTRIBUTION OF BUDGET BY DEPARTMENT (THEME)



Source: IMF Institute for Capacity Development, 2019.

FIGURE 4. DISTRIBUTION OF BUDGET BY GEOGRAPHICAL REGION



Source: IMF Institute for Capacity Development, 2019.

# OPERATIONS AND FINANCIAL PERFORMANCE

# OPERATIONS AND FINANCIAL PERFORMANCE

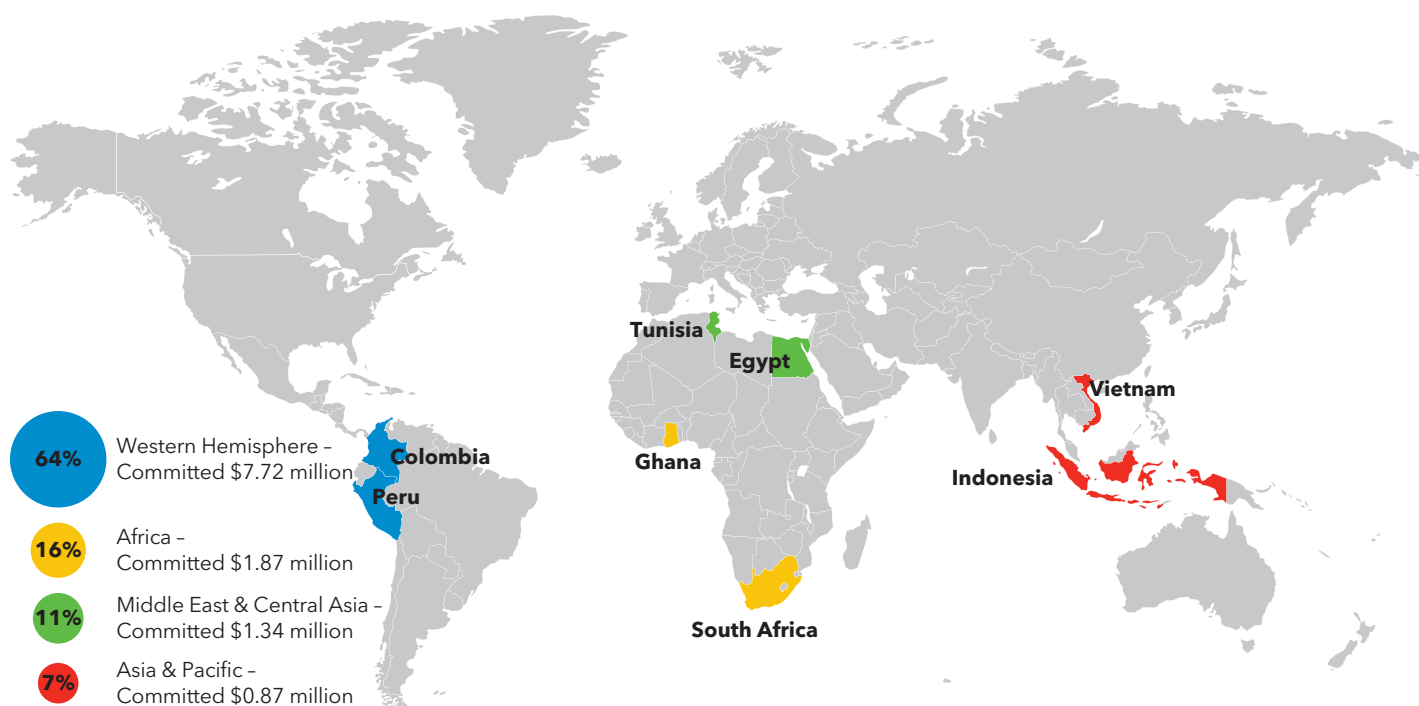
## LOU SOUTH

Activities financed by LOU South are projected to end by FY2020. As of April 2018, US\$12.0 million

(100 percent) of the funds available for the program had been committed (Figure 5), of which US\$10.4 million (87 percent) had been expensed.

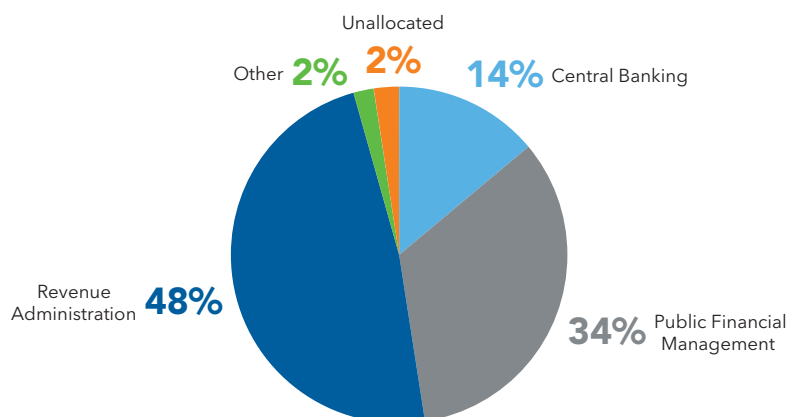
Of the 18 projects approved for LOU South, 15 have closed. Annex 4 reviews activities financed by the South program in more detail.

**MAP 1. PRIORITY COUNTRIES AND COMMITMENTS UNDER THE SOUTH WORK PROGRAM**



Source: IMF Institute for Capacity Development, 2019.

**FIGURE 5. DISTRIBUTION OF FUNDS BY TOPIC**

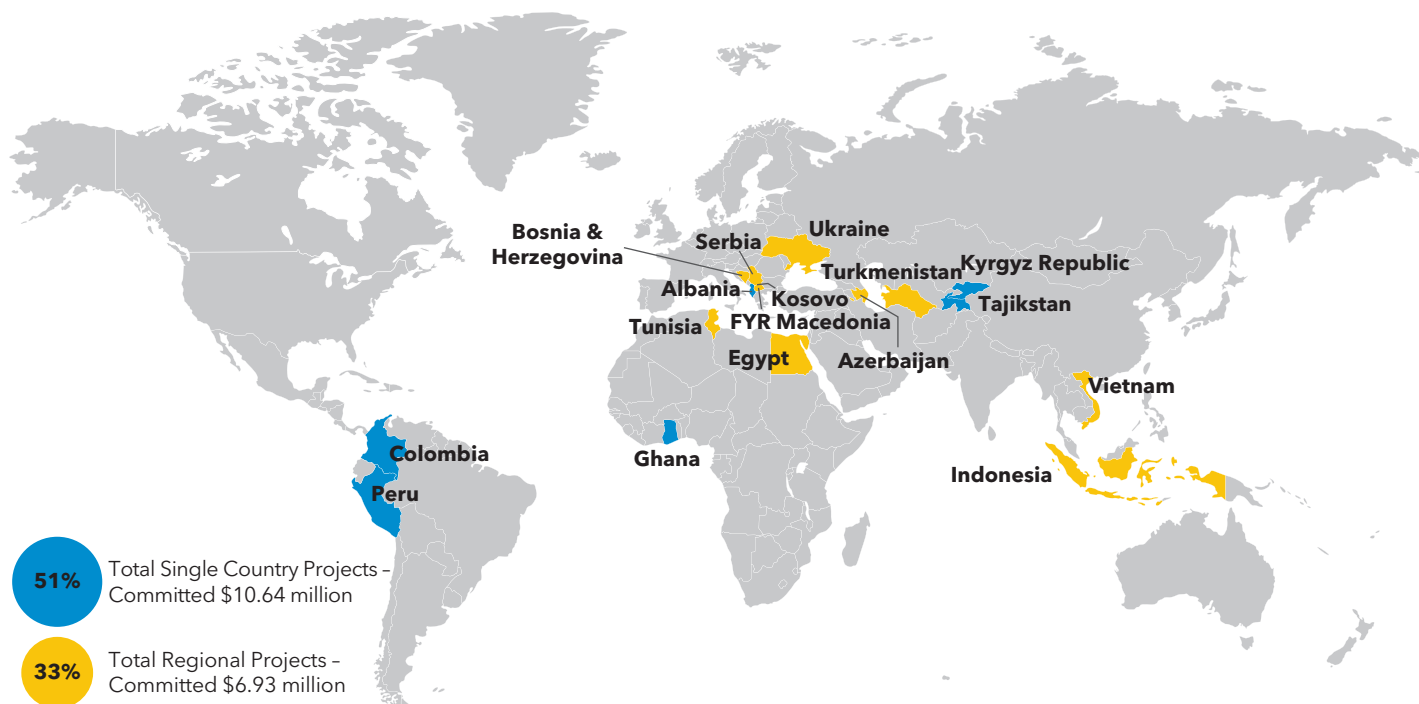


Source: IMF Institute for Capacity Development, 2019.

## LOU GLOBAL

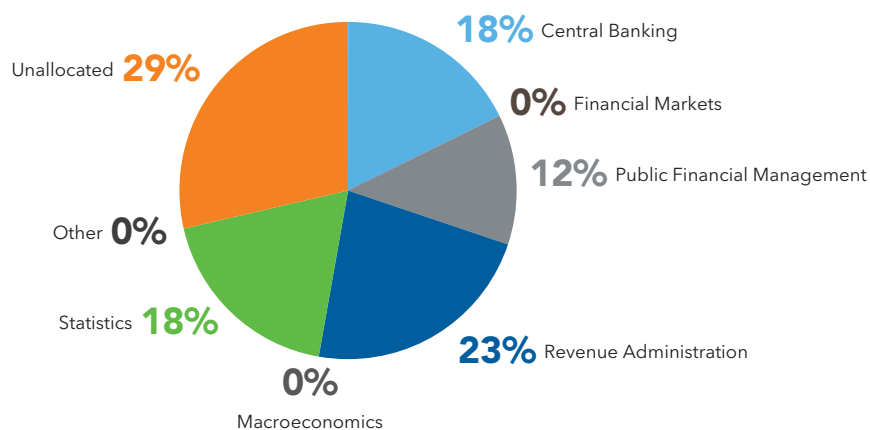
Projects under LOU Global began in June 2016. As of April 2019, US\$18.4 million (100 percent) of the funds already transferred under the program have been committed. Annex 5 contains an overview of Global 2016–20 operations.

**MAP 2. CURRENT COMMITMENTS UNDER THE 2016–20 GLOBAL PROGRAM**



Source: IMF Institute for Capacity Development, 2019.

**FIGURE 6. DISTRIBUTION OF FUNDS BY TOPIC**



Source: IMF Institute for Capacity Development, 2019.

# LESSONS LEARNED



# LESSONS LEARNED

The following 'lessons learned' and accompanying recommendations have been identified:

- 1. Project extensions:** Last years' report identified a lesson learned regarding the inclusion of a six-month time reserve in project timelines. This is excepted to reduce the number of extension requests in the future. While this will surely show effect in the future, this year has still seen a number of extension requests to be evaluated by responsible SECO program managers.

*Recommendation:* SECO's recommendation is to include a justification as well as workplan in the extension request. This will speed up the process of evaluating and ultimately granting extensions.

- 2. Links and synergies with the Regional Technical Assistance Centers (RTACs):** Last years' report recommended exploring links and synergies with RTAC's. This effort should be continued in the coming year, especially in view of the SECO support of the new RTAC for the Caucasus, Central Asia and Mongolia Region.

*Recommendation:* Continue to more explicitly explore linkages and synergies between CD delivery in the centers and CD delivered through specific bilateral projects.

**3. Risk analysis in project proposals:**

IMF Project Manager base projects on excellent and stringent terms and conditions. With these terms and conditions, IMF Project Managers can address and mitigate risks. While terms and conditions cannot be shared with donor's such as SECO, the way in which risks are mitigated should be reflected in the risk analysis of a project proposal.

*Recommendation:* All project proposals should provide a in-depth analysis of the risks. If terms and conditions have been leveraged to mitigate some risks, this should be reflected in as far as possible in the risk analysis of the project proposal.

**4. Interactions with SECO country offices:**

SECO country offices benefit very much from updates through IMF Project Managers and long-term advisors. These regular contacts in the context of missions, TA reports are beneficial for country offices as they facilitate coordination between projects and updates to SECO HQ between reports.

*Recommendation:* Continue the practice of on mission visits to SECO country offices and consider other possibilities of maintaining a fruitful dialogue between the SECO country offices and IMF Project Managers and long-term advisors.

**5. Sustainable outcomes:**

It is not always clear how projects aim to secure sustainable outcomes. While LTX have, for instance, very crucial impact during the implementation phase, projects should ideally identify approaches and/or mechanisms that ensure the sustainability of the achievements of the LTX. The GFS project in the Balkans can be seen as a success story in that context where LTX modality is followed by a closing support phase where TA is delivered through using the STX modality.

*Recommendation:* Include explicit reference to sustainability in project proposals with defined sustainability milestones and where different phases of support are identified. The likelihood for the project to produce sustainable results and the ways in which this is supported in the project are useful information for the overall assessment of a project proposal.

# ANNEXES

# Annex 1. Project Profiles LOU South

## PERU (WHD)

FAD\_PER\_2017\_01

Revenue Administration Project

Rojas, Enrique

10/1/2016 – 1/31/2020

\$1.4m

### KEY OBJECTIVES

The project targets mobilizing resources and strengthening management in tax and customs administration in Peru to raise revenue to contribute to long-term and inclusive growth. This project consolidates results achieved by the tax and customs agency and lessons learned during previous SECO projects.

The project is structured around the following three strategic objectives: (i) strengthen revenue administration, management and governance arrangements; (ii) strengthen core tax administration functions; and (iii) strengthen core customs administration functions. It will consolidate the results achieved by the tax and customs agency (Superintendencia Nacional de Aduanas y de Administración Tributaria – SUNAT) under previous projects.

## COLOMBIA (WHD)

FAD\_COL\_2017\_02

Revenue Administration Project (SECO)

Rojas, Enrique

2/6/2017 – 2/28/2020

\$0.92

### KEY OBJECTIVES

The project targets mobilizing resources and strengthening management of tax and customs administration in Colombia to raise revenue that contributes to long-term and inclusive growth. It consolidates results achieved by the tax and customs agency (DIAN: Dirección Nacional de Impuestos y Aduanas Nacionales) under previous projects. In addition, the social security agency (Unidad de Gestión Pensional y Parafiscales – UGPP) and the gambling tax agency (Coljuegos) will benefit from advice on how to use risk management to manage corporate priorities and compliance effectively.

The project is structured around the following three strategic objectives: (i) strengthen revenue administration, management and governance arrangements; (ii) strengthen core tax administration functions; and (iii) strengthen core customs administration functions. It will consolidate the results achieved by the tax and customs agency (Dirección Nacional de Impuestos y Aduanas Nacionales – DIAN) under previous projects. In addition, the social security agency (Unidad de Gestión Pensional y Parafiscales – UGPP) and the tax lotteries agency (Coljuegos) will benefit from advice with a view to managing corporate priorities and compliance through effective risk management.

## Annex 2. Project Profiles LOU Global

### COLOMBIA (WHD)

FAD\_COL\_2017\_04

Improving Fiscal Transparency Project

Hurtado Arcos, Ramon

10/1/2016 – 4/30/2020

\$1.4m

#### KEY OBJECTIVES

This project aims to assist the Colombian Ministry of Finance (MHCP) to strengthen its PFM systems and bring them closer to OECD standards. The project is focusing on further strengthening treasury and debt management, fiscal transparency, fiscal risks management, government accounting, fiscal reporting, and financial management information systems.

The project serves three strategic objectives: (i) improved coverage and quality of fiscal reporting; (ii) strengthened identification, monitoring, and management of fiscal risks; and (iii) improved integration of the asset and liability management framework. The project is built on the outcomes and lessons learned from the previous SECO-financed project which focused on strengthening treasury and debt management. The project also has a regional component to support the Colombian authorities in their participation in the Forum of Latin American Treasurers (FOTEGAL), which is a joint initiative supported by the International Monetary Fund (IMF), World Bank and Inter-American Development Bank (IDB).

### EUROPEAN COUNTRIES (EUR)

FAD\_EUR\_2017\_02

Southeast Europe Revenue Administration

Jensen, Allan Leon / Vesperman, Stephen

1/1/2017 – 12/31/2018

\$3.2

#### KEY OBJECTIVES

This project supported tax administration reform in Albania, Former Yugoslav Republic of Macedonia and Serbia. Each country is striving to have a modern contemporary administration of their tax system to improve efficiency and effectiveness in preparation for European Union (EU) accession. The project focused on supporting institutional and taxpayers' compliance management reforms, with initiatives designed to drive change at both strategic (e.g., strategic planning, risk analysis, and compliance strategy development) and operational (e.g., audit and tax arrears enforcement) levels. These CD efforts also addressed, where possible, administrative weaknesses identified in the IMF TADAT assessments completed for each country in 2016.

This project was a component of a broader IMF capacity development (CD) program in revenue administration for Southeast Europe (SEE), which also included CD activities financed by the European Union. This project closed at the end of 2018. A successor joint EU/SECO program started January 1, 2019.

### PERU (WHD)

FAD\_PER\_2017\_04

Public Financial Management Project

Alonso Albarran, Virginia

10/1/2016 – 12/31/2020

\$1.68m

#### KEY OBJECTIVES

This project aims to support the Ministry of Finance (MEF) of Peru in strengthening the Public Financial Management (PFM) system.

The project is structured around the following four strategic objectives, which respond to the PFM reform priorities identified in the IMF's Fiscal Transparency Evaluation assessment: (i) comprehensive, credible, and policy-based budget preparation; (ii) strengthened identification, monitoring, and management of fiscal risks; (iii) improved coverage and quality of fiscal reporting; and (iv) improved integration of the asset and liability management framework.

## ALBANIA (EUR)

MCM\_ALB\_2017\_03

Monetary Policy Advisor to the Governor of the Bank of Albania

Prokopenko, Vassili

1/16/2017 – 7/31/2018

\$0.53m

### KEY OBJECTIVES

This project provided TA to the Bank of Albania (BoA) on monetary policy design and implementation at a critical juncture when policy rates had reached an historic low, while economic growth and inflation was picking up slowly from low levels. Structural issues including the persistently high euroization and promoting capital and financial markets development also presented a challenge to monetary policy implementation. The development and implementation of a comprehensive de-euroization strategy yielded concrete results. Additionally, a framework to estimate the optimal banking system liquidity deficit has been developed and instruments to steer the actual deficit with the optimal range have been identified. The framework has been adopted and is currently used for decision-making relating to the size of refinancing operations and the portfolio of domestic financial assets.

This project is now closed.

## GHANA (AFR)

MCM\_GHA\_2017\_01

Strengthening Regulatory and Supervisory Capacity at the Bank of Ghana

Nicholls, Shelton Michael

10/18/2016 – 04/30/2020

\$1.03m

### KEY OBJECTIVES

This project provides technical assistance in banking supervision to the Bank of Ghana (BoG). In particular, the project focuses on (i) the implementation of the Basel II/III framework; (ii) the development of a strategy and framework for the implementation of Pillar 2 of the Basel framework, and; (iii) the improvement of Risk-Based Supervision (RBS) processes and practices.

## TAJIKISTAN (MCD)

MCM\_TJK\_2017\_02

Strengthening Bank Supervision

Bartholomew, Philip Fred

4/29/2017 – 8/31/2019

\$0.97m

### KEY OBJECTIVES

This project supports the National Bank of Tajikistan (NBT) in strengthening its supervision of the banking sector. At the strategic level, the results expected from this project will contribute to enhancing financial stability in Tajikistan. The project envisioned enhancing the NBT's regulatory framework and supervisory oversight for banks on the basis of the recommendations outlined in the 2015 FSAP Update. Technical assistance has focused on implementation of the revised framework, assessment and assistance in implementation, and identifying the remaining gaps in the framework.

## KYRGYZ REPUBLIC (MCD)

MCM\_KGZ\_2017\_01

Kyrgyz: Banking Supervision and Regulation

El Gemayel, Joelle

4/9/2017 – 07/08/2019

\$1.12m

### KEY OBJECTIVES

This project aims to assist the National Bank of the Kyrgyz Republic (NBKR) in strengthening bank regulation and supervision. In particular, the project assists the NBKR in implementing:

- In concept and in practice, a forward-looking methodology for conducting risk-based supervision (RBS) on a comprehensive, consolidated basis; and
- Its Strategic Action Plan to address the recommendations on (i) quality enhancements of banking supervision and regulation and (ii) capacity building in line with the 2013 Financial Sector Assessment Program (FSAP) report.

## EUROPEAN COUNTRIES (EUR)

STA\_EUR\_2017\_01

STA Improve Capacity for GFS in South Eastern European Countries

Stokoe, Philip

6/1/2016 – 07/31/2020

\$2.13m

### KEY OBJECTIVES

Through this project the IMF provides ongoing technical assistance and training to improve capacity for government finance statistics (GFS) in Southeastern European countries, covering Albania, Bosnia and Herzegovina, Kosovo, Macedonia and Serbia. The project aims to strengthen the ability of the authorities of the targeted countries to: (i) better analyze and understand the respective country's economic developments and underlying fiscal position, (ii) formulate and implement appropriate macroeconomic policies, (iii) capture and assess fiscal risks, (iv) promote fiscal transparency, and (v) ensure compliance with EU requirements under the Excessive Deficit Procedure (EDP) and ESA Transmission Programme (ETP) in the countries' quest for ultimate EU membership.

## INTERNATIONAL MONETARY FUND (IMF)

STA\_IMF\_2017\_04

Sectoral Accounts and Balance Sheets Compilation

Hammer, Cornelia Lotte

6/1/2016 – 04/30/2020

\$0.89m

### KEY OBJECTIVES

This project provides technical assistance on sectoral accounts and balance sheets in Colombia, Indonesia and Peru. Sectoral accounts and balance sheets, using the framework of the 2008 System of National Accounts (2008 SNA), are critical to help detect systemic risks, vulnerabilities and possible contagion from economic shocks. As such, they offer the authorities a much deeper knowledge of the economy, the interrelationship between the real sectoral accounts and the financial accounts, and the vulnerabilities in sectors that may spill over to other sectors. The project will thus foster an integrated framework to better understand the transmission and absorption of economic and financial shocks in beneficiary countries and strengthen the foundation for evidence-based economic policy-making.

## INTERNATIONAL MONETARY FUND (IMF)

STA\_IMF\_2017\_05

STA Improve Capacity for Residential Property Price Indexes

O'hlanon, Niall

6/1/2016 – 04/30/2020

\$0.96m

### KEY OBJECTIVES

Under this project the IMF Statistics Department (STA) is providing technical assistance to improve capacity for the development and dissemination of Residential Property Price Indexes (RPPIs) in Colombia, Peru, Tunisia and Ukraine. The projects main objective is assisting the participating countries to develop the capacity in their national agencies to compile and disseminate RPPIs in line with the guidelines and best practices outlined in the Handbook on Residential Property Price Indices.

## MIDDLE EAST & CENTRAL ASIA COU (MCD)

STA\_MCD\_2017\_01

STA Central Asia and South Caucasus Fiscal Transparency (GO)

Jablonska, Ivana

6/1/2016 – 04/30/2020

\$0.92m

### KEY OBJECTIVES

This project provides technical assistance and training to improve fiscal statistics in the central Asia and South Caucasus region covering Azerbaijan, Kyrgyz Republic and Tajikistan. The project aims to strengthen the ability of the authorities to (i) better analyze and understand the respective country's economic developments and underlying fiscal position; (ii) formulate and implement appropriate macroeconomic policies; (iii) capture and assess fiscal risks; and (iv) promote fiscal transparency.

By the end of the project, the three countries are expected to have improved capacity and fiscal statistics for analysis, policy making, and IMF surveillance.

## TAJIKISTAN (MCD)

MCM\_TJK\_2018\_02

Strengthening Monetary and Exchange Rate Policy and Operations at the NBT

Nasser, Abdul

07/01/2018 – 12/31/2019

\$0.82m

### KEY OBJECTIVES

The National Bank of Tajikistan (NBT) is working to improve its monetary policy operations framework and move towards an Inflation Targeting (IT) framework with the help of the IMF's Monetary and Capital Markets department (MCM). The project aims at improving the NBT's capacity and infrastructure to improve market based monetary and foreign exchange operations, and to develop 'building blocks' necessary for a smooth transition from monetary targeting to an IT framework.

## ALBANIA (EUR)

MCM\_ALB\_2019\_01

Banking Regulation and Supervision

Prokopenko, Vassili

07/01/2018 – 12/31/2019

\$0.69m

### KEY OBJECTIVES

This project aims to assist the Bank of Albania (BoA) in strengthening the regulatory and supervisory frameworks for banks. This will contribute to systemic financial stability and sustained economic growth.

This project builds on the achievements of the predecessor project on safeguarding stability of the financial sector in Albania which was funded by the FIRST Initiative. The predecessor project focused on three objectives: (i) building a more effective risk-based supervision of banking institutions, (ii) advancing the implementation of the Basel II/III framework, and (iii) improving the BoA's financial stability framework and the tools to contain the systemic risk.

## EGYPT (MCD)

FAD\_EGY\_2019\_01

Budget Reform and Management of Fiscal Risks

Singh, Ashni

03/01/2019 – 02/28/2020

\$2.4m

### KEY OBJECTIVES

This project aims at supporting the Egyptian authorities in implementing targeted Public Financial Management (PFM) reforms to support Egypt's broader fiscal reform agenda.

This project will focus on:

- Improving the strategic orientation of the medium-term budget framework and the annual budgets, strengthening integration between the two, and improving capacity and coordination within the Ministry of Finance (MoF) and across line ministries;
- Improving the expenditure planning process with enhanced consideration for efficiency in policy and service delivery, including in areas related to public investment management (PIM);
- Improving budget documentation, including in relation to information on resources and performance by program and gender-based data;
- Broadening the coverage of both budget documentation and fiscal reporting, including in relation to the public corporation sector, thereby enabling greater transparency and better informed fiscal risk management across the entire public sector;
- Strengthening the identification, analysis, management, and disclosure of fiscal risks, and incorporating the implications of fiscal risks into the policymaking and budget formulation process; and
- Developing a more comprehensive legal framework covering all stages of the PFM cycle, including on oversight of the public corporation sector.



## Annex 3. Program Logframe: LOU East and South

| Cluster of activity                            | Range of potential activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Macroeconomic policy making                    | <ul style="list-style-type: none"> <li>Capacity building at the Central Bank and the relevant government entities</li> <li>Facilitation of the institutionalization of data exchange and coordination of policy measures among the relevant entities</li> <li>Introduction of macroeconomic modelling and forecasting techniques</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Improved capacities for macroeconomic analysis, policy formulation and forecasting at the entities responsible for fiscal and monetary policy making</li> <li>Improved interagency coordination of policy measures</li> <li>Reduction of the local economies' crisis vulnerability</li> <li>Institutionalization of policy advice by trained economists</li> <li>Effective inflation control</li> </ul>                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Number of trained staff</li> <li>Setup of a macroeconomic model at the relevant agencies</li> <li>Availability and exchange of key macroeconomic data</li> <li>Continuous Self-Assessment and monitoring of the countries' macroeconomic situation</li> <li>Policy advice papers</li> <li>Establishment of an intergovernmental fiscal and monetary policy coordination body</li> <li>Macroeconomic fundamentals, particularly the inflation rate</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Public financial management (PFM) <sup>1</sup> | <ul style="list-style-type: none"> <li>Budget preparation frameworks</li> <li>Budget classification, including implementation of international standards</li> <li>Program and performance-based budgeting</li> <li>Expenditure tracking and medium-term expenditure framework (MTEF)</li> <li>Accounting and reporting systems</li> <li>Cash management</li> <li>Debt management</li> <li>Macroeconomic and fiscal frameworks</li> <li>Natural resource management</li> <li>Tax and customs administration reform</li> <li>Natural resource management</li> <li>Tax and customs administration reform</li> <li>Core tax and customs administration functions and operations</li> <li>Taxpayer services</li> <li>Customs procedures</li> <li>Risk-based compliance and enforcement mechanisms</li> <li>Natural resource management</li> <li>Internal and external audit</li> <li>Public internal financial control (PIFC)</li> </ul> | <ul style="list-style-type: none"> <li>More effective control and governance mechanisms in PFM, taking account of international codes and good practices</li> <li>Improved systems and procedures for budgeting, treasury operations, expenditure planning and control with appropriate safeguards in terms of oversight and auditing</li> <li>Enhanced reliability and timeliness of reporting of government financial operations</li> <li>Improved capacity for revenue and budget management</li> <li>Enhanced revenue mobilization from improved and more cost</li> <li>Improved legal and institutional framework for the issuance and management of government securities</li> </ul> | <ul style="list-style-type: none"> <li>Adoption and implementation of a modern legal and regulatory framework</li> <li>Implementation of a medium-term expenditure framework (MTEF)</li> <li>Implementation of program and performance-based budgeting (PPB) framework</li> <li>Implementation of a comprehensive budget and accounting classification system, including implementation of GFSM 2001</li> <li>Implementation of a modern debt management, cash management and banking framework</li> <li>Adoption of International Accounting Standards</li> <li>Implementation of an Integrated Financial Management Information System (IFMIS)</li> <li>Production of timely and accurate fiscal reporting</li> <li>Implementation of a modern intergovernmental fiscal relations framework</li> <li>Increases in tax to GDP ratio</li> <li>Enactment new tax laws and taxpayer units</li> <li>Implementation of full self-assessment systems for tax administration</li> <li>Integration of the management of domestic taxes under one accountability structure</li> <li>Setting up medium taxpayer offices</li> <li>Implementation of special taxation regime for small taxpayers</li> <li>Implementation of automated systems for integrated tax administration</li> <li>Increased proportion of imported goods cleared through the green channel</li> <li>Implementation of a compliance and enforcement strategy for customs administration</li> <li>Regular internal and independent external budget audits</li> <li>Volume of traded government securities</li> <li>Improved monitoring of the internal and external debt situation &amp; debt sustainability analysis</li> <li>Improved auction procedures</li> <li>Improved data management and monitoring for government securities</li> </ul> |

<sup>1</sup> In addition to these structural benchmarks, selected PEFA indicators will be used to monitor progress.

| Cluster of activity                                                 | Range of potential activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Outcomes                                                                                                                                                                                                                                                                                                           | Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Financial markets development                                       | <ul style="list-style-type: none"> <li>Central bank supervisory powers</li> <li>Risk-based supervision frameworks</li> <li>Capital adequacy frameworks</li> <li>Systemic liquidity management</li> <li>Supervision of non-bank financial intermediaries</li> <li>Islamic banking</li> <li>government securities</li> </ul>                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Improved legal and institutional framework for financial sector supervision and for the issuance and trade in securities</li> <li>Improved data management</li> <li>Increase of the number and volume of traded securities</li> <li>Development of a yield curve</li> </ul> | <ul style="list-style-type: none"> <li>Increased compliance with the Basel core principles for effective banking supervision</li> <li>Increased compliance with the Basel I capital adequacy framework, including the incorporation of a capital charge for market risk</li> <li>Strengthened risk-based supervision (RBS) frameworks including improvements in both on-site and offsite supervisory methodologies and the development of enhanced risk assessment criteria</li> <li>Appropriate regulatory frameworks for non-bank financial institutions and emerging areas of financial sector activity such as Islamic banking</li> <li>Financial volume of the domestic debt market</li> <li>Number and maturity of new introduced securities (government and private sector)</li> <li>Development of the secondary market for government securities</li> <li>Improved auction procedures</li> <li>Improved data management and monitoring for government securities</li> </ul>                                                                                                                                                                                                 |
| Central banking operations                                          | <ul style="list-style-type: none"> <li>Monetary policy frameworks, instruments and management and conduct of monetary operations</li> <li>Inflation targeting, forecasting, core inflation measurement</li> <li>Systemic liquidity forecasting</li> <li>Domestic interbank, money market and debt market</li> <li>Debt monitoring, including medium-term asset-liability management (ALM) and medium-term debt strategies</li> <li>Payments and settlement systems, including standards for mobile payments</li> </ul> | <ul style="list-style-type: none"> <li>Improved monetary operations, debt management and payment systems</li> <li>Enhanced capacities at the Central Banks</li> <li>Improved inflation control</li> </ul>                                                                                                          | <ul style="list-style-type: none"> <li>Modernization of national payment systems: SWIFT user group formation, establishment of a clearing house, implementation of multilateral netting, implementation of CPSIPS (Core Principles for Systemically Important Payment Systems) compliant regulatory and oversight regime, popularization of credit-push instruments</li> <li>Systemic liquidity forecasting: development of an effective liquidity forecasting framework, methodology for forecast error analysis</li> <li>Inflation forecasting and real exchange rates: publication of inflation and exchange rate indicators</li> <li>Primary and secondary market development: guidelines on vertical and horizontal repurchase transactions, modification of auction bidding processes, online bidding</li> <li>Central bank policy communication: adopting and issuing a communication strategy document</li> <li>Increased accessibility to financial services</li> <li>Debt management: public debt database, treatment of debt operations in the Treasury ledgers in accordance with best international public accounting practice, debt sustainability analysis</li> </ul> |
| Anti-Money Laundering/ Combating the Financing of Terrorism AML/CFT | <ul style="list-style-type: none"> <li>Improvement of the institutional basis</li> <li>Capacity building for relevant agencies</li> <li>FIU institution building</li> <li>Reports on effectiveness and efficiency of the AML/CFT regime</li> </ul>                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Preparation of a national AML/CFT Strategy</li> <li>Improvement of the legal basis</li> <li>Strengthened institutional and procedural public infrastructure for AML/CFT</li> </ul>                                                                                          | <ul style="list-style-type: none"> <li>AML/CFT regulatory frameworks to bring supervision on par with the requirements of new and revised legal frameworks and international standards and best practices</li> <li>FATF and FSRB assessments</li> <li>Module IV report on the effectiveness of the AML/CFT regime</li> <li>Annual statistics and reports of government agencies</li> <li>Enhanced FIU skills and competence</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Pensions Systems                                                    | <ul style="list-style-type: none"> <li>Pension system design</li> <li>Institutional capacity building</li> <li>Improvement of macroeconomic, financial, and institutional sector preconditions necessary for a multi-pillar reform</li> </ul>                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>Development of national laws and constitutional amendments</li> <li>Setup of a technical unit responsible for pension system management</li> <li>Introduction of a sustainable multi- or single pillar system</li> <li>Increased pension participation</li> </ul>           | <ul style="list-style-type: none"> <li>Number of trained staff</li> <li>Establishment of pension portfolios</li> <li>Regular transfer of worker's and firms' pension charges</li> <li>Regular disbursement of pension payments to the retired</li> <li>Volume of paid pensions for aged</li> <li>Poverty reduction among the aged</li> <li>Increased national savings</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

## Annex 4. Program Logframe: LOU Global

| Strategic Objective                                                     | Outcomes                                                                                                                                                                                                                                                                                                                                     | Sample Indicators                                                                                                                                                                                                                                 | Means of Verification                                                                                                                                                         | Assumptions/Risk/ Mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Fiscal Sector: Public Financial Management</b>                       |                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                   |                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Budget preparation improved                                             | <ul style="list-style-type: none"> <li>More credible medium-term fiscal frameworks are included in budget documentation and better integrated with the annual budget process</li> <li>A more comprehensive and unified annual budget is published</li> </ul>                                                                                 | <ul style="list-style-type: none"> <li>Medium-term fiscal frameworks prepared and there is clear linkage with annual budget</li> <li>Budget documentation and public access to key fiscal information is available</li> </ul>                     | <ul style="list-style-type: none"> <li>IMF project assessments</li> <li>Reports/ documents from beneficiary countries</li> <li>External evaluation of the SECO LOU</li> </ul> | <p><b>Assumptions:</b> The political climate is conducive to implement reforms. There is political will and capacity to implement reforms. Macroeconomic situation is stable and sustainable</p> <p><b>Risks:</b> Political instability can slow down and even stop implementation of reforms. Continuous rotation of managers and staff undermine the absorptive capacity and provoke permanent discontinuity. Lack of coordination among capacity building partners duplicate efforts and deliver contradictory advice. Deterioration of fiscal situation may impact availability of resources to finance reforms</p> <p><b>Risk Mitigation:</b> Focus on strategic advice and hands on capacity building to have a more permanent impact. Incentivize authorities to implement administrative reforms that contribute to a more stable staff. Continual/regular high-level engagement and monitoring. Regular coordination among capacity building institutions to assure proper exchange of information and coherent advice. Careful alignment of reforms with the main priorities of the government</p> |
| Coverage and quality of fiscal reporting improved                       | <ul style="list-style-type: none"> <li>The quality and comprehensiveness of fiscal reports are enhanced</li> </ul>                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Fiscal and accounting reports follow international accounting and statistics standards</li> </ul>                                                                                                          | <ul style="list-style-type: none"> <li>Reports/ documents from other institutions such as the WB, SECO, and IDB</li> <li>IMF/WB Annual Meeting</li> </ul>                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Integration of assets and liabilities management framework improved     | <ul style="list-style-type: none"> <li>More central government revenues and expenditures are deposited and disbursed through a TSA</li> <li>Better integrated cash and debt management</li> <li>Improved disclosure and management of state assets</li> <li>More accurate and timely cash flow forecast in the central government</li> </ul> | <ul style="list-style-type: none"> <li>Coverage of TSA is expanded. Active cash management is implemented. Accuracy of cash flow forecast is improved. Annual accounts include more financial and non-financial assets and liabilities</li> </ul> |                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Identification, monitoring, and management of fiscal risks strengthened | <ul style="list-style-type: none"> <li>Disclosure and management of contingent liabilities and other specific fiscal risks are more comprehensive</li> <li>Central fiscal oversight and analysis of public corporation is strengthened</li> </ul>                                                                                            | <ul style="list-style-type: none"> <li>Fiscal risk statements are prepared and presented as part of the budget documents. A strategy to manage fiscal risks is defined</li> </ul>                                                                 |                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| PFM laws and institutions strengthened                                  | <ul style="list-style-type: none"> <li>The capacity of the Ministry of Finance to meet its PFM responsibilities is enhanced</li> </ul>                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>Performance against full PEFA Indicator set + FTE and other diagnostic tools</li> </ul>                                                                                                                    |                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

| Strategic Objective                                                        | Outcomes                                                                                                                                   | Sample Indicators                                                                                                                                                                                                                                                                                                                                                  | Means of Verification                                                                                                                                                                                                                                                                          | Assumptions/Risk/ Mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Fiscal Sector: Revenue Mobilization</b>                                 |                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Revenue administration management and governance arrangements strengthened | <ul style="list-style-type: none"> <li>A reform strategy and a strategic management framework are adopted and institutionalized</li> </ul> | <ul style="list-style-type: none"> <li>Strategic and operational plans are prepared, adopted and institutionalized</li> <li>Key performance indicators are regularly reported and monitored</li> <li>Reform plan is adopted and well communicated, and reform management capacity is in place</li> </ul>                                                           | <ul style="list-style-type: none"> <li>IMF project assessments</li> <li>Reports/ documents from beneficiary countries</li> <li>External evaluation of the SECO LOU</li> <li>Reports/ documents from other institutions such as the WB, SECO, and IDB</li> <li>IMF/WB Annual Meeting</li> </ul> | <p><b>Assumptions:</b> The political climate is conducive to implement reforms. There is political will and capacity to implement reforms. Macroeconomic situation is stable and sustainable</p> <p><b>Risks:</b> Political instability can slow down and even stop implementation of reforms. Continuous rotation of managers and staff undermine the absorptive capacity and provoke permanent discontinuity. Lack of coordination among capacity building partners duplicate efforts and deliver contradictory advice. Deterioration of fiscal situation may impact availability of resources to finance reforms</p> <p><b>Risk Mitigation:</b> Focus on strategic advice and hands on capacity building to have a more permanent impact. Incentivize authorities to implement administrative reforms that contribute to a more stable staff. Continual/regular high level engagement and monitoring. Regular coordination among capacity building institutions to assure proper exchange of information and coherent advice. Careful alignment of reforms with the main priorities of the government</p> |
|                                                                            | <ul style="list-style-type: none"> <li>Organizational arrangements enable more effective delivery of strategy and reforms</li> </ul>       | <ul style="list-style-type: none"> <li>Clear organizational structure along functional lines and/or taxpayer segments established and operating</li> </ul>                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                            | <ul style="list-style-type: none"> <li>Support functions enable more effective delivery of strategy and reforms</li> </ul>                 | <ul style="list-style-type: none"> <li>Improved human resources strategies and practices support the tax administration</li> <li>Improved ICT strategies and systems support the tax administration</li> </ul>                                                                                                                                                     |                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                            | <ul style="list-style-type: none"> <li>Corporate priorities and compliance better managed through effective risk management</li> </ul>     | <ul style="list-style-type: none"> <li>Compliance risks identified, assessed, ranked and quantified through intelligence and research</li> <li>Compliance improvement program in place to mitigate identified risks</li> <li>Compliance risk mitigation activities monitored and evaluated</li> <li>Institutional risks identified, assessed and ranked</li> </ul> |                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                            | <ul style="list-style-type: none"> <li>Tax/customs administrative procedures legally established</li> </ul>                                | <ul style="list-style-type: none"> <li>Tax administration procedures codes updated to international good practices</li> </ul>                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Core tax administration functions strengthened                             | <ul style="list-style-type: none"> <li>Integrity of the registered taxpayer base strengthened</li> </ul>                                   | <ul style="list-style-type: none"> <li>Reliable taxpayer information available</li> </ul>                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                            | <ul style="list-style-type: none"> <li>Taxpayer services initiatives to support voluntary compliance strengthened</li> </ul>               | <ul style="list-style-type: none"> <li>Service delivery standards in place and routinely monitored, and performance against standards improves over time</li> <li>Taxpayer perceptions of service monitored and improve over time</li> </ul>                                                                                                                       |                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

| Strategic Objective                                        | Outcomes                                                                                                                                                 | Sample Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Means of Verification | Assumptions/Risk/ Mitigation |
|------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------------------------|
| Core tax administration functions strengthened (continued) | <ul style="list-style-type: none"> <li>• Larger proportion of taxpayers meet their filing obligations as required by law</li> </ul>                      | <ul style="list-style-type: none"> <li>• On-time filing ratio improves over time</li> <li>• Management of filing compliance improves over time</li> </ul>                                                                                                                                                                                                                                                                                                          |                       |                              |
|                                                            | <ul style="list-style-type: none"> <li>• Larger proportion of taxpayers meet their payment obligations as required by law</li> </ul>                     | <ul style="list-style-type: none"> <li>• On-time payment ratio improves over time</li> <li>• Management of refunds improves over time</li> <li>• Management of tax arrears improves over time</li> </ul>                                                                                                                                                                                                                                                           |                       |                              |
|                                                            | <ul style="list-style-type: none"> <li>• Audit and other verification programs more effectively ensure completeness and accuracy of reporting</li> </ul> | <ul style="list-style-type: none"> <li>• Automated cross-checking used to verify return information</li> <li>• Sound methodologies used to monitor the extent of inaccurate reporting and tax gaps</li> </ul>                                                                                                                                                                                                                                                      |                       |                              |
| Core customs administration functions are strengthened     | <ul style="list-style-type: none"> <li>• Foreign trade operators meet their reporting and payment obligations</li> </ul>                                 | <ul style="list-style-type: none"> <li>• Alignment of customs procedures (including transit) with international standards and regional integration objective improves over time</li> <li>• An increasing percentage of cargo manifests and declarations are electronically received and processed by customs and reconciliation procedures are strengthened</li> <li>• Traceability of goods and customs actions in the customs systems is strengthened</li> </ul> |                       |                              |
|                                                            | <ul style="list-style-type: none"> <li>• Customs control during clearance process more effectively ensures accuracy of declarations</li> </ul>           | <ul style="list-style-type: none"> <li>• Risk-based control selectivity is applied more consistently over time</li> <li>• The rate of physical inspections decreases over time</li> <li>• Effective application of procedures based on international standards for valuation, origin and the tariff classification of goods improves over time</li> </ul>                                                                                                          |                       |                              |
|                                                            | <ul style="list-style-type: none"> <li>• Audit and anti-smuggling programs more effectively ensure enforcement of customs laws</li> </ul>                | <ul style="list-style-type: none"> <li>• A larger share of trade is controlled progressively through a properly designed post clearance audit program</li> <li>• The framework to control special regimes and exemptions is strengthened</li> </ul>                                                                                                                                                                                                                |                       |                              |

| Strategic Objective                                                                                                                                                                                                              | Outcomes                                                                                                                                                               | Sample Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Means of Verification                                                                                                                                                                                                                                               | Assumptions/Risk/ Mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| <b>Economic and Financial Statistics</b>                                                                                                                                                                                         |                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Strengthen compilation and dissemination of data according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata | <ul style="list-style-type: none"> <li>Data are compiled using the coverage and scope of the latest manual/guide</li> </ul>                                            | <p>The scope covers ISWGNA recommended tables:</p> <ul style="list-style-type: none"> <li>annual supply and use tables</li> <li>balance sheets, revaluation and other volume changes in asset accounts for all sectors</li> </ul> <p>For residential property price index, major categories of residential properties are included</p>                                                                                                                                                       | <ul style="list-style-type: none"> <li>IMF project assessments</li> <li>Reports/ documents from beneficiary countries</li> <li>External evaluation of the SECO LOU</li> <li>Reports/ documents from authorities including at the IMF/ WB Annual Meetings</li> </ul> | <p><b>Assumptions:</b> Willingness and support of high-level national officials to adopt and implement national action plans and to develop capacities to compile and disseminate fiscal statistics in line with inter-national standards</p> <p>Cooperation from country authorities and enterprise officials to provide necessary information</p> <p>Readiness of the authorities to receive technical assistance</p> <p><b>Risks:</b> Insufficient resources (staff and financial) to collect data, design and put into production a compilation system</p> <p>Unwillingness to provide appropriate source data on a timely basis</p> <p><b>Mitigation:</b> Focus on strategic advice and hands on capacity building to have a more permanent impact</p> |
|                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Source data are adequate for the compilation of the national accounts</li> </ul>                                                | <ul style="list-style-type: none"> <li>Source data needed to compile <u>annual estimates</u> are comprehensive and reasonably approximate the definitions, scope, classifications, valuation, time of recording required, and timely</li> <li>Source data needed to compile quarterly estimates are comprehensive and reasonably approximate the definitions, scope, classifications, valuation, and time of recording required, and timely. Data are discrete and not cumulative</li> </ul> |                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Macroeconomic data sets used by policy-makers have been made more intersectorally consistent (reduced discrepancies)</li> </ul> | <ul style="list-style-type: none"> <li>National accounts statistics are consistent or reconcilable with government finance statistics, external sector statistics, and monetary and financial statistics</li> </ul>                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Source data are adequate for the compilation of price statistics</li> </ul>                                                     | <ul style="list-style-type: none"> <li>Source data needed to compile the RPPI are adequate</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Data are compiled using the concepts and definitions of the latest manual/guide</li> </ul>                                      | <ul style="list-style-type: none"> <li>GFS are compiled following the GFSM 2001/GFSM 2014 framework, concepts, and definitions, and PSDS are compiled following the PSDSG 2011 framework, concepts, and definitions</li> </ul>                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Data are compiled using the coverage and scope of the latest manual/guide</li> </ul>                                            | <ul style="list-style-type: none"> <li>The scope of flows includes all transactions of general government (or public sector) units, and the scope of stocks includes all financial assets and liabilities of general government units</li> </ul>                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                  |                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

| Strategic Objective                                                                                                                                                                                                                            | Outcomes                                                                                                                                                                                                                                                                                          | Sample Indicators                                                                                                                                                                                                                                                                                                                                                 | Means of Verification                                                                                                                                                                                                                                                                    | Assumptions/Risk/ Mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| Strengthen compilation and dissemination of data according to the relevant internationally accepted statistical standard, including developing/ improving statistical infrastructure, source data, serviceability and/ or metadata (continued) | <ul style="list-style-type: none"><li>• Data are compiled using the sectorization of the latest manual/ guide</li></ul>                                                                                                                                                                           | <ul style="list-style-type: none"><li>• Institutional sectors are defined in accordance with <i>GFSM 2001/GFSM 2014</i> guidelines</li><li>• GFS are compiled for the general government (or public sector) and its subsectors</li><li>• A comprehensive list of general government (or public sector) units exists, is maintained, and is disseminated</li></ul> |                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                | <ul style="list-style-type: none"><li>• Higher frequency data has been compiled and/or disseminated internally and/ or to the public</li></ul>                                                                                                                                                    | <ul style="list-style-type: none"><li>• GFS and debt data for general government (or public sector) operations are compiled and disseminated on a quarterly basis</li></ul>                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Financial Supervision and Regulation                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| To contribute to financial stability by enabling beneficiary countries to implement sound policies in the areas of financial supervision and regulation, crisis management and central bank modernization                                      | Beneficiary countries have: <ul style="list-style-type: none"><li>• strengthened banking regulations and prudential norms;</li><li>• effective and efficient supervisory authorities/ central banks and sound banking and financial systems that align with international best practice</li></ul> | <ul style="list-style-type: none"><li>• New regulations are revised and adopted by regulatory authorities</li><li>• Upgraded regulations are effectively enforced by supervisory / regulatory authorities</li><li>• Processes and manuals for key supervisory functions are established and effectively implemented</li></ul>                                     | <ul style="list-style-type: none"><li>• IMF project assessments</li><li>• Reports/ documents from beneficiary countries</li><li>• External evaluation of the SECO LOU</li><li>• Reports/ documents from other institutions such as the WB; and</li><li>• IMF/WB Annual Meeting</li></ul> | <p><b>Assumptions:</b> The authorities continue to prioritize work in this area. There is sufficient donor funding and technical assistance will be available to support the project</p> <p>IT systems are in place to effectively capture data and produce relevant reports</p> <p>Key inputs from industry are received and an adequate level of industry buy in is achieved</p> <p><b>Risks:</b> Staff turn-over and retention of trained staff</p> <p>Lack of political will and commitment to the project and a lack of cooperation on the part of industry</p> <p><b>Mitigation:</b> Focus on strategic advice and hands on capacity building to have a more permanent impact. Incentivize authorities to implement administrative reforms that contribute to a more stable staff</p> |
|                                                                                                                                                                                                                                                | <ul style="list-style-type: none"><li>• Strengthened regulation of insurance companies (IC) and risk based supervision capability of the insurance supervisor (IS)</li></ul>                                                                                                                      | <ul style="list-style-type: none"><li>• Supervisory ratings have been assigned to majority of insurers and are being used as various tools, such as communication with senior level of the insurance sector, decision of timing and scope of on-site inspections, approval of dividends</li></ul>                                                                 |                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                | <ul style="list-style-type: none"><li>• Improved supervisory effectiveness through enhanced capacity in IFRS knowledge related to provisioning</li></ul>                                                                                                                                          | <ul style="list-style-type: none"><li>• Regulatory and supervisory provisioning guidelines are more closely in line with international standards (IFRS and Basel principles) and best practices</li><li>• Supervisors are better equipped with IFRS knowledge in assessing provisioning practices by banks</li></ul>                                              |                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |



| Strategic Objective                                                                                                                                                                                                   | Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Sample Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Means of Verification                                                                                                                                                                                                                                                                | Assumptions/Risk/ Mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| To contribute to financial stability by enabling beneficiary countries to implement sound policies in the areas of financial supervision and regulation, crisis management and central bank modernization (continued) | <ul style="list-style-type: none"> <li>Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability</li> <li>Strengthened regulatory framework, supervisory tools and capacity to address key risks in securities sector</li> </ul>                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Basel II / III requirements have been incorporated in the legislative and regulatory framework</li> <li>Banks comply with the new requirements</li> <li>Regulatory and supervisory frameworks are more closely aligned with international best practice as evidenced by increased compliance with IOSCO principles</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Financial Crisis Management</b>                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| To contribute to financial stability by enabling beneficiary countries to implement sound policies in the areas of financial supervision and regulation, crisis management and central bank modernization             | <ul style="list-style-type: none"> <li>Introduction of a framework for resolving failing financial institutions in accordance with international best practices</li> <li>Introduction of a new deposit insurance system in accordance with international best practices and harmonized with banking law, particularly regarding bank resolution</li> <li>A framework for high-level officials of financial safety net participants to make effective contingency planning for crisis prevention, preparedness and management is in place</li> <li>Implementation of a framework to reduce private debt overhangs</li> </ul> | <p>Using the FSBs Key Attributes of Effective Resolution Regimes (KAs):</p> <ul style="list-style-type: none"> <li>Legislation drafted (within agreed timelines) for implementing a special resolution regime (SRR)</li> <li>Responsibility assigned to a resolution authority (RA) or authorities, with adequate resources and independence</li> <li>Enabling regulations, policies and procedures implemented</li> </ul> <p>Using the IADI/BCBS Core Principles for Effective Deposit Insurance Systems:</p> <ul style="list-style-type: none"> <li>Legislation is drafted with a timetable for implementing the DIS</li> <li>Enabling regulations, policies and procedures are addressed</li> </ul> <ul style="list-style-type: none"> <li>Ensuring proper legal and operational framework for the financial safety net to resolve banks while preventing spillovers into a crisis</li> <li>Establishment of a high-level crisis management committee to make contingency plans for their individual agencies, which will be rolled up into a national contingency plan</li> </ul> <ul style="list-style-type: none"> <li>Negative NPL growth</li> <li>Negative accounting impairment growth</li> <li>Positive credit growth</li> <li>Increases in number of long-term debt restructuring settlements</li> </ul> | <ul style="list-style-type: none"> <li>IMF project assessments</li> <li>Reports/ documents from beneficiary countries</li> <li>External evaluation of the SECO LOU</li> <li>Reports/ documents from other institutions such as the WB; and</li> <li>IMF/WB Annual Meeting</li> </ul> | <p><b>Assumptions:</b> The authorities continue to prioritize work in this area. There is sufficient donor funding and technical assistance will be available to support the project. IT systems are in place to effectively capture data and produce relevant reports</p> <p>Key inputs from industry are received and an adequate level of industry buy in is achieved</p> <p><b>Risks:</b> Staff turn-over and retention of trained staff</p> <p>Lack of political will and commitment to the project and a lack of cooperation on the part of industry</p> <p><b>Mitigation:</b> Focus on strategic advice and hands on capacity building to have a more permanent impact. Incentivize authorities to implement administrative reforms that contribute to a more stable staff</p> |



| Strategic Objective                                                                                                     | Outcomes                                                                                                                                                                                                                                                   | Sample Indicators                                                                                                                                                                                                                                                                    | Means of Verification                                                                                                                                                                                                                                                          | Assumptions/Risk/ Mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| Systemic Risk Analysis                                                                                                  |                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Improve financial stability via early detection of and effective and timely responses to the emergence of systemic risk | <ul style="list-style-type: none"><li>Indicators of systemic risk are in place and the capacity of the central bank (CB) or relevant agency to produce and analyze these indicators is strengthened</li></ul>                                              | <ul style="list-style-type: none"><li>List of indicators of systemic risk with proven ability to flag emerging threats</li><li>CB can identify main threats to systemic stability based on those indicators</li></ul>                                                                | <ul style="list-style-type: none"><li>IMF project assessments</li><li>Reports/ documents from beneficiary countries</li><li>External evaluation of the SECO LOU</li><li>Reports/ documents from other institutions such as the WB; and</li><li>IMF/WB Annual Meeting</li></ul> | <p><b>Assumptions:</b> The authorities continue to prioritize work in this area. There is sufficient donor funding and technical assistance will be available to support the project. IT systems are in place to effectively capture data and produce relevant reports. Key inputs from industry are received and an adequate level of industry buy in is achieved</p> <p><b>Risks:</b> Staff turn-over and retention of trained staff</p> <p>Lack of political will and commitment to the project and a lack of cooperation on the part of industry</p> <p><b>Mitigation:</b> Focus on strategic advice and hands on capacity building to have a more permanent impact. Incentivize authorities to implement administrative reforms that contribute to a more stable staff</p> |
|                                                                                                                         | <ul style="list-style-type: none"><li>Enhanced stress testing capability of the central bank</li></ul>                                                                                                                                                     | <ul style="list-style-type: none"><li>Stress testing tools are incorporated in CBs supervisory work</li><li>CB can identify vulnerabilities of the banking system under stress</li></ul>                                                                                             |                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                                         | <ul style="list-style-type: none"><li>Central Banks make sound financial stability decisions by effectively analyzing and assessing risks to the financial system, and create a structure on which effective financial sector decisions are made</li></ul> | <ul style="list-style-type: none"><li>A functional Financial Stability Unit (FSU) within the Central Bank is in place, and timely financial stability reports produced providing a comprehensive assessment of risks and vulnerabilities in the financial system</li></ul>           |                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Monetary Policy                                                                                                         |                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Strengthen monetary policies                                                                                            | <ul style="list-style-type: none"><li>Removal of Capital Flow Management Measures (CFMs) on capital flow</li></ul>                                                                                                                                         | <ul style="list-style-type: none"><li>Capital flows are free of CFMs to the appropriate degree depending on the relevant country circumstances</li><li>CFMs removed except on some short-term transactions which need to remain controlled for financial stability reasons</li></ul> | <ul style="list-style-type: none"><li>IMF project assessments</li><li>Reports/ documents from beneficiary countries</li><li>External evaluation of the SECO LOU</li><li>Reports/ documents from other institutions such as the WB; and</li><li>IMF/WB Annual Meeting</li></ul> | <p><b>Assumptions:</b> The authorities continue to prioritize work in this area. There is sufficient donor funding and technical assistance will be available to support the project. IT systems are in place to effectively capture data and produce relevant reports. Key inputs from industry are received and an adequate level of industry buy in is achieved</p> <p><b>Risks:</b> Staff turn-over and retention of trained staff</p> <p>Lack of political will and commitment to the project and a lack of cooperation on the part of industry</p> <p><b>Mitigation:</b> Focus on strategic advice and hands on capacity building to have a more permanent impact. Incentivize authorities to implement administrative reforms that contribute to a more stable staff</p> |
|                                                                                                                         | <ul style="list-style-type: none"><li>Adopting a formal inflation targeting regime</li></ul>                                                                                                                                                               | <ul style="list-style-type: none"><li>The Central Bank (CB) announces the CBs objective to formally adopt an inflation targeting regime</li><li>An inflation target is announced (either a point or a band)</li></ul>                                                                |                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

| Strategic Objective                                                                                                                                         | Outcomes                                                                                                                                                                                     | Sample Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Means of Verification                                                                                                                                                                                                                                                                | Assumptions/Risk/ Mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| Strengthen monetary policies (continued)                                                                                                                    | <ul style="list-style-type: none"> <li>Establishment of an effective macroprudential policy framework</li> </ul>                                                                             | <ul style="list-style-type: none"> <li>A macroprudential policy body is established with the mandate to implement macroprudential policy</li> <li>A legal framework is in place. The institutional framework assures willingness to act, fosters ability to act, and promotes effective cooperation</li> <li>The body has the relevant resources, information and tools at its disposal, and can map its assessment of risks into the implementation of appropriate tools</li> <li>The authorities are taking appropriate macroprudential policy action to mitigate systemic risk</li> </ul>                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Central Banking Operations</b>                                                                                                                           |                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice | <ul style="list-style-type: none"> <li>To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime</li> </ul> | <ul style="list-style-type: none"> <li>An effective <i>operational strategy</i> (specification/ positioning of the operating target, and counterparty-types) consistent with the monetary framework and country circumstances is established</li> <li>A liquidity forecasting framework to guide monetary operations is in place. A set of monetary instruments necessary to meet the operating objective is established</li> <li>An effective liquidity management strategy utilizing the monetary instruments to achieve the operating target is in place</li> <li>The collateral framework is articulated, including with risk mitigation measures consistent with CB risk appetite</li> <li>Short-term money markets are functioning and sufficiently deep to facilitate monetary transmission</li> </ul> | <ul style="list-style-type: none"> <li>IMF project assessments</li> <li>Reports/ documents from beneficiary countries</li> <li>External evaluation of the SECO LOU</li> <li>Reports/ documents from other institutions such as the WB; and</li> <li>IMF/WB Annual Meeting</li> </ul> | <p><b>Assumptions:</b> The authorities continue to prioritize work in this area. There is sufficient donor funding and technical assistance will be available to support the project. IT systems are in place to effectively capture data and produce relevant reports</p> <p>Key inputs from industry are received and an adequate level of industry buy in is achieved</p> <p><b>Risks:</b> Staff turn-over and retention of trained staff</p> <p>Lack of political will and commitment to the project and a lack of cooperation on the part of industry</p> <p><b>Mitigation:</b> Focus on strategic advice and hands on capacity building to have a more permanent impact. Incentivize authorities to implement administrative reforms that contribute to a more stable staff</p> |

| Strategic Objective                                                                                                                                                     | Outcomes                                                                                                                                                                                                       | Sample Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Means of Verification | Assumptions/Risk/ Mitigation |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------------------------|
| Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice (continued) | <ul style="list-style-type: none"> <li>To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime</li> </ul> | <ul style="list-style-type: none"> <li>A strategy for conducting FX operations including intervention is established with clear criteria for its use and consistent with the FX regime</li> <li>Appropriate tools are available to transact and allocate FX and facilitate price discovery</li> <li>The exchange rate is sufficiently flexible for the chosen FX regime</li> <li>Financial, operational and reputational risks associated with FX operations are adequately managed</li> </ul>                                                    |                       |                              |
|                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Improved inflation control</li> </ul>                                                                                                                                   | <ul style="list-style-type: none"> <li>There is a legal mandate to pursue the objective of price stability</li> <li>There is a monetary policy committee or equivalent that is responsible to set monetary policy</li> <li>The CB has implemented the Forecasting and Policy Analysis System (FPAS). There is analytical and technical capacity to undertake forecasting and analysis</li> <li>The CB manages the policy rate effectively and guides inflation expectations. The CB is transparent regarding its policy implementation</li> </ul> |                       |                              |
|                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Establish an effective government securities market infrastructure consistent with the level of market development</li> </ul>                                           | <ul style="list-style-type: none"> <li>Government securities market used effectively, as evidenced by a structured issuance program, an auction calendar and primary market data (bid-to-cover ratio, auction tail analysis, timeliness of auction announcements) and secondary market data (number of transactions, average value of transactions, spreads, timeliness of trade execution)</li> </ul>                                                                                                                                            |                       |                              |

| Strategic Objective                                                                                                                                                     | Outcomes                                                                                                                                                                                                        | Sample Indicators                                                                                                                                                                                                                                                                                                                                                | Means of Verification                                                                                                                                                                                                                                                                    | Assumptions/Risk/ Mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice (continued) | <ul style="list-style-type: none"><li>• Advise and assist the central bank (CB) in introducing a new or a redenominated national currency, thereby replacing outstanding cash currency in circulation</li></ul> | <ul style="list-style-type: none"><li>• A currency conversion is launched following the implementation of a time-bound action plan within an agreed budget</li></ul>                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                         | <ul style="list-style-type: none"><li>• Advise/assist the CB in adopting IFRS as their formal financial reporting framework</li></ul>                                                                           | <ul style="list-style-type: none"><li>• A timetable for IFRS adoption accepted by the Bank</li></ul>                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                         | <ul style="list-style-type: none"><li>• Advise/ assist the CB and other relevant authorities in developing and reforming the national payment system</li></ul>                                                  | <ul style="list-style-type: none"><li>• Adoption of a national payments strategy and implementation of a time-bound action plan</li><li>• Payment, clearing and settlement systems are developed in line with international standards</li><li>• Oversight unit is in place at the CB that coordinates with other relevant authorities supervising FMIs</li></ul> |                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                         | <ul style="list-style-type: none"><li>• Develop/strengthen the legal and operational capability of the central bank to provide LOLR</li></ul>                                                                   | <ul style="list-style-type: none"><li>• In line with best principles set out in WP/00/14 “Draft Working Paper on Lender of Last Resort–Lessons from the Crisis”</li></ul>                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Debt Management                                                                                                                                                         |                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Minimize cost of public debt subject to risks (and foster development of domestic debt markets)                                                                         | <ul style="list-style-type: none"><li>• Formulate and support the implementation of a medium-term debt management strategy that is consistent with sustainability and leads to a robust portfolio</li></ul>     | <ul style="list-style-type: none"><li>• Participants deliver presentations that demonstrate their knowledge of the MTDS framework</li><li>• MTDS being used effectively, as evidenced in the regular reporting such as quarterly bulletin and annual debt management reports</li></ul>                                                                           | <ul style="list-style-type: none"><li>• IMF project assessments</li><li>• Reports/ documents from beneficiary countries</li><li>• External evaluation of the SECO LOU</li><li>• Reports/ documents from other institutions such as the WB; and</li><li>• IMF/WB Annual Meeting</li></ul> | <p><b>Assumptions:</b> The authorities continue to prioritize work in this area. There is sufficient donor funding and technical assistance will be available to support the project. IT systems are in place to effectively capture data and produce relevant reports</p> <p>Key inputs from industry are received and an adequate level of industry buy in is achieved</p> <p><b>Risks:</b> Staff turn-over and retention of trained staff</p> <p>Lack of political will and commitment to the project and a lack of cooperation on the part of industry</p> <p><b>Mitigation:</b> Focus on strategic advice and hands on capacity building to have a more permanent impact. Incentivize authorities to implement administrative reforms that contribute to a more stable staff</p> |

| Strategic Objective                                                                                            | Outcomes                                                                                                                                                                                                                                                                                                                           | Sample Indicators                                                                                                                                                                                                                                                                                                                                                                                      | Means of Verification | Assumptions/Risk/ Mitigation |
|----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------------------------|
| Minimize cost of public debt subject to risks (and foster development of domestic debt markets)<br>(continued) | <ul style="list-style-type: none"> <li>Establish an effective government securities market infrastructure consistent with the level of market development</li> </ul>                                                                                                                                                               | <ul style="list-style-type: none"> <li>Government securities market used effectively, as evidenced by a structured issuance program, an auction calendar and primary market data (bid-to-cover ratio, auction tail analysis, timeliness of auction announcements) and secondary market data (number of transactions, average value of transactions, spreads, timeliness of trade execution)</li> </ul> |                       |                              |
|                                                                                                                | <ul style="list-style-type: none"> <li>Enable international market access for issuance of international bonds</li> </ul>                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Issuance of bonds in the international market; or</li> <li>Approval of an action plan to implement steps leading to the issuance; or</li> <li>Decision not to proceed with international bond issuance</li> </ul>                                                                                                                                               |                       |                              |
|                                                                                                                | <ul style="list-style-type: none"> <li>To develop effective debt portfolio risk analysis that is carried out periodically and to put in place an effective risk management framework on the basis of risk assessment to inform debt management strategies and fiscal sustainability, leading to a robust debt portfolio</li> </ul> | <ul style="list-style-type: none"> <li>Risk management framework being used effectively, as evidenced in the regular reporting such as quarterly bulletin and annual debt management reports</li> <li>Risk management targets as set out in debt management annual reports are met or variances credibly explained</li> </ul>                                                                          |                       |                              |
|                                                                                                                | <ul style="list-style-type: none"> <li>Establish an effective market infrastructure for Islamic securities that is consistent with the level of market development</li> </ul>                                                                                                                                                      | <ul style="list-style-type: none"> <li>Issuance of Islamic securities; or</li> <li>Approval of an action plan to implement steps leading to the issuance</li> </ul>                                                                                                                                                                                                                                    |                       |                              |

# Annex 5. South Work Program Financials

## FINANCIALS UP TO APRIL 2019

| Region/<br>Country                  | Project ID      | Project Description                                               | Status    | Start Date | End Date   | Latest<br>Approved/<br>Proposed<br>Budget | Expenses    | Remaining<br>Balance <sup>2</sup> | Execution<br>(%) |
|-------------------------------------|-----------------|-------------------------------------------------------------------|-----------|------------|------------|-------------------------------------------|-------------|-----------------------------------|------------------|
| <b>AFRICA</b>                       |                 |                                                                   |           |            |            | <b>2.10</b>                               | <b>1.87</b> | <b>...</b>                        | <b>...</b>       |
| Ghana                               | MCM_GHA_2014_02 | Strengthening Regulatory and Supervisory Capacity                 | Closed    | 3/3/2014   | 11/30/2016 | 0.42                                      | 0.42        | ...                               |                  |
| Ghana                               | MCM_GHA_2011_01 | Strengthening Regulatory and Supervisory Capacity (Bank of Ghana) | Closed    | 4/18/2011  | 1/31/2014  | 0.73                                      | 0.71        | ...                               |                  |
| Ghana                               | MCM_GHA_2011_02 | Enhance Financial Stability Analysis and Reporting                | Closed    | 4/18/2011  | 1/31/2014  | 0.41                                      | 0.38        | ...                               |                  |
| Ghana                               | LEG_GHA_2011_01 | Tax Law Reform                                                    | Closed    | 5/1/2011   | 4/30/2015  | 0.29                                      | 0.17        | ...                               |                  |
| South Africa                        | FAD_ZAF_2010_01 | Strengthening Fiscal Policy Analysis at the National Treasury     | Closed    | 8/2/2010   | 6/30/2011  | 0.24                                      | 0.19        | ...                               |                  |
| <b>ASIA AND THE PACIFIC</b>         |                 |                                                                   |           |            |            | <b>1.13</b>                               | <b>0.87</b> | <b>...</b>                        | <b>...</b>       |
| Indonesia                           | MCM_IDN_2010_02 | Enhance Bank of Indonesia supervisory capacity                    | Cancelled | 6/7/2010   | 12/31/2011 | 0.25                                      | 0.00        | ...                               | ...              |
| Vietnam                             | FAD_VNM_2010_01 | Strengthening Tax Policy and Administration                       | Closed    | 6/29/2011  | 10/31/2013 | 1.13                                      | 0.87        | ...                               | ...              |
| <b>MIDDLE EAST AND CENTRAL ASIA</b> |                 |                                                                   |           |            |            | <b>3.55</b>                               | <b>1.34</b> | <b>...</b>                        | <b>...</b>       |
| Egypt                               | FAD_EGY_2015_02 | Strengthening Budget Formulation                                  | Closed    | 3/1/2016   | 6/30/2018  | 0.52                                      | 0.44        | ...                               | ...              |
| Egypt                               | FAD_EGY_2015_03 | Tax Administration                                                | Closed    | 3/1/2016   | 4/30/2017  | 0.52                                      | 0.39        | ...                               | ...              |
| Tunisia                             | FAD_TUN_2014_03 | Tax Policy and Administration                                     | Closed    | 2/1/2014   | 4/30/2016  | 1.30                                      | 0.22        | ...                               | ...              |
| Egypt                               | FAD_EGY_2010_02 | Strengthening the tax administration reform agenda                | Cancelled | 12/14/2010 | 4/30/2015  | 0.49                                      | 0.14        | ...                               | ...              |
| Egypt                               | FAD_EGY_2010_03 | Strengthening fiscal management capacity                          | Cancelled | 2/28/2011  | 4/30/2014  | 0.73                                      | 0.15        | ...                               | ...              |
| <b>WESTERN HEMISPHERE</b>           |                 |                                                                   |           |            |            | <b>8.42</b>                               | <b>6.54</b> | <b>0.94</b>                       | <b>...</b>       |

<sup>2</sup> The remaining balance for closed projects is zeroed out upon project completion.

| Region/<br>Country | Project ID      | Project Description                                      | Status   | Start Date | End Date   | Latest<br>Approved/<br>Proposed<br>Budget | Expenses     | Remaining<br>Balance <sup>2</sup> | Execution<br>(%) |
|--------------------|-----------------|----------------------------------------------------------|----------|------------|------------|-------------------------------------------|--------------|-----------------------------------|------------------|
| Colombia           | FAD_COL_2017_02 | Revenue Administration                                   | Approved | 2/6/2017   | 2/28/2020  | 0.92                                      | 0.57         | 0.35                              | 62%              |
| Peru               | FAD_PER_2017_01 | Revenue Administration                                   | Approved | 10/1/2016  | 1/31/2020  | 1.40                                      | 0.81         | 0.59                              | 58%              |
| Colombia           | FAD_COL_2009_01 | Modernizing Debt and Treasury Management                 | Closed   | 7/10/2010  | 4/30/2013  | 0.95                                      | 0.80         | ...                               | ...              |
| Colombia           | FAD_COL_2013_01 | Public Financial Management                              | Closed   | 8/29/2013  | 4/30/2016  | 0.50                                      | 0.44         | ...                               | ...              |
| Regional           | FAD_PER_2010_02 | Support for Treasury and IFMIS Modernization             | Closed   | 11/1/2010  | 12/31/2014 | 2.34                                      | 2.05         | ...                               | ...              |
| Regional           | FAD_WHD_2015_01 | Consolidating reform of tax and customs administration   | Closed   | 9/1/2014   | 12/31/2015 | 0.80                                      | 0.69         | ...                               | ...              |
| Regional           | FAD_WHD_2011_01 | Reform and Modernization of Tax & Customs Administration | Closed   | 2/28/2011  | 4/30/2014  | 1.51                                      | 1.20         | ...                               | ...              |
| <b>OTHER</b>       |                 |                                                          |          |            |            | <b>0.34</b>                               | <b>0.23</b>  | <b>...</b>                        | <b>...</b>       |
|                    | ICD_IMF_2015_01 | Evaluation Report                                        | Closed   | 9/3/2014   | 1/31/2015  | 0.21                                      | 0.15         |                                   |                  |
|                    | ICD_CHE_2013_01 | Video Production of SECO Funded Success Stories          | Closed   | 6/18/2012  | 9/30/2014  | 0.13                                      | 0.08         |                                   |                  |
| <b>SUB TOTAL</b>   |                 |                                                          |          |            |            | <b>15.54</b>                              | <b>10.86</b> | <b>0.94</b>                       |                  |

#### Agreement Summary

|                                                        |       |
|--------------------------------------------------------|-------|
| Contributions to date                                  | 12.00 |
| Net Transfers                                          | -     |
| Interest Earned                                        | 0.10  |
| Total Inflows(A)                                       | 12.10 |
| Expenses                                               | 10.86 |
| Remaining Budget (including projects pending approval) | 0.94  |
| Total Outflows(B)                                      | 11.80 |
| Future Contributions (based on signed agreements)(C)   | -     |
| Total Available & Future Contributions(A-B+C)          | 0.30  |

# Annex 6. Global Work Program Financials

## FINANCIALS UP TO APRIL 2019

| <b>International Monetary Fund</b><br>Switzerland - Global Capacity Building Activities - 2016 - 2020<br><b>Bilateral - Progress Report - Summary Report</b><br>As of April 30, 2019<br>(In millions of U.S. dollars) |                 |                                                                        |          |            |            |                                     |             |                                |               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------------------------------------------------------------|----------|------------|------------|-------------------------------------|-------------|--------------------------------|---------------|
| Region/<br>Country                                                                                                                                                                                                    | Project ID      | Project Description                                                    | Status   | Start Date | End Date   | Latest Approved/<br>Proposed Budget | Expenses    | Remaining Balance <sup>3</sup> | Execution (%) |
| <b>AFRICA</b>                                                                                                                                                                                                         |                 |                                                                        |          |            |            | <b>1.03</b>                         | <b>0.83</b> | <b>0.20</b>                    |               |
| Ghana                                                                                                                                                                                                                 | MCM_GHA_2017_01 | Strengthening Regulatory and Supervisory Capacity at the Bank of Ghana | Approved | 10/18/2016 | 10/17/2019 | 1.03                                | 0.83        | 0.20                           | 81%           |
| <b>SOUTH-EASTERN EUROPE</b>                                                                                                                                                                                           |                 |                                                                        |          |            |            | <b>6.24</b>                         | <b>4.35</b> | <b>1.06</b>                    |               |
| Albania, FYR Macedonia, and Serbia                                                                                                                                                                                    | FAD_EUR_2017_02 | Southeast Europe Revenue Administration                                | Closed   | 1/1/2017   | 12/31/2018 | 3.20                                | 2.34        | ...                            | ...           |
| Albania                                                                                                                                                                                                               | MCM_ALB_2017_03 | Monetary Policy Advisor to the Bank of Albania                         | Closed   | 1/16/2017  | 7/31/2018  | 0.53                                | 0.57        | ...                            | ...           |
| Albania                                                                                                                                                                                                               | MCM_ALB_2019_01 | Albania: Banking Regulation and Supervision                            | Approved | 6/1/2019   | 5/31/2021  | 0.69                                | -           | 0.69                           | 0%            |
| Albania, Bosnia and Herzegovina, Kosovo, Macedonia and Serbia                                                                                                                                                         | STA_EUR_2017_01 | STA Improve Capacity for GFS in South Eastern Europe                   | Approved | 6/1/2016   | 4/30/2020  | 1.82                                | 1.44        | 0.38                           | 79%           |
| <b>MULTI-REGION</b>                                                                                                                                                                                                   |                 |                                                                        |          |            |            | <b>1.84</b>                         | <b>1.03</b> | <b>0.82</b>                    |               |
| Colombia, Indonesia, and Peru                                                                                                                                                                                         | STA_IMF_2017_04 | Sectoral Accounts and Balance Sheets Compilation                       | Approved | 6/1/2016   | 4/30/2020  | 0.89                                | 0.61        | 0.28                           | 68%           |
| Colombia, Peru, Tunisia, and Ukraine                                                                                                                                                                                  | STA_IMF_2017_05 | Improve Capacity for Residential Property Price Indexes                | Approved | 6/1/2016   | 4/30/2020  | 0.96                                | 0.42        | 0.54                           | 44%           |
| <b>MIDDLE EAST AND CENTRAL ASIA</b>                                                                                                                                                                                   |                 |                                                                        |          |            |            | <b>6.39</b>                         | <b>2.46</b> | <b>3.93</b>                    |               |
| Egypt                                                                                                                                                                                                                 | FAD_EGY_2019_01 | Budget Reform and Management of Fiscal Risks                           | Approved | 2/1/2019   | 7/1/2021   | 2.38                                | -           | 2.38                           | 0%            |

<sup>3</sup> The remaining balance for closed projects is zeroed out upon project completion.



| Region/<br>Country                                      | Project ID      | Project<br>Description                                                                          | Status    | Start Date | End Date   | Latest<br>Approved/<br>Proposed<br>Budget | Expenses     | Remaining<br>Balance <sup>3</sup> | Execution<br>(%) |
|---------------------------------------------------------|-----------------|-------------------------------------------------------------------------------------------------|-----------|------------|------------|-------------------------------------------|--------------|-----------------------------------|------------------|
| Azerbaijan                                              | MCM_AZE_2018_01 | Azerbaijan:<br>Monetary Policy<br>Implementation<br>under a Floating<br>Exchange Rate<br>Regime | Submitted | 10/1/2018  | 12/31/2019 | 0.18                                      | -            | 0.18                              | 0%               |
| Kyrgyz<br>Republic                                      | MCM_KGZ_2017_01 | Banking<br>Supervision and<br>Regulation                                                        | Approved  | 4/9/2017   | 7/8/2019   | 1.12                                      | 0.87         | 0.25                              | 77%              |
| Tajikistan                                              | MCM_TJK_2017_02 | Strengthening<br>Bank Supervision                                                               | Approved  | 4/29/2017  | 8/31/2019  | 0.97                                      | 0.72         | 0.24                              | 75%              |
| Tajikistan                                              | MCM_TJK_2018_02 | Strengthening<br>Monetary and<br>Exchange Rate<br>Policy and<br>Operations at<br>the NBT        | Approved  | 7/1/2018   | 12/31/2019 | 0.82                                      | 0.21         | 0.61                              | 25%              |
| Azerbaijan,<br>Kyrgyz<br>Republic,<br>and<br>Tajikistan | STA_MCD_2017_01 | Central Asia<br>Fiscal<br>Transparency<br>(GO)                                                  | Approved  | 6/1/2016   | 4/30/2020  | 0.92                                      | 0.66         | 0.27                              | 71%              |
| <b>WESTERN HEMISPHERE</b>                               |                 |                                                                                                 |           |            |            | <b>3.08</b>                               | <b>1.91</b>  | <b>1.17</b>                       |                  |
| Colombia                                                | FAD_COL_2017_04 | Improving Fiscal<br>Transparency<br>Project                                                     | Approved  | 10/1/2016  | 4/30/2020  | 1.40                                      | 0.87         | 0.53                              | 62%              |
| Peru                                                    | FAD_PER_2017_04 | Public Financial<br>Management                                                                  | Approved  | 10/1/2016  | 9/30/2019  | 1.68                                      | 1.03         | 0.65                              | 62%              |
| <b>OTHER</b>                                            |                 |                                                                                                 |           |            |            | <b>0.00</b>                               | <b>-</b>     | <b>0.00</b>                       | <b>-</b>         |
| Switzerland                                             | ICD_CHE_2019_01 | SECO<br>Governance and<br>Evaluation                                                            | Approved  | 5/1/2018   | 4/30/2020  | 0.00                                      | -            | 0.00                              | 0%               |
| <b>SUB TOTAL</b>                                        |                 |                                                                                                 |           |            |            | <b>18.58</b>                              | <b>10.57</b> | <b>7.18</b>                       |                  |

#### Agreement Summary

|                                                        |       |
|--------------------------------------------------------|-------|
| Contributions to date                                  | 24.09 |
| Net Transfers                                          | -     |
| Interest Earned                                        | 0.56  |
| Total Inflows(A)                                       | 24.65 |
| Expenses                                               | 10.57 |
| Remaining Budget (including projects pending approval) | 7.18  |
| Total Outflows(B)                                      | 17.75 |
| Future Contributions (based on signed agreements)(C)   | -     |
| Total Available & Future Contributions(A-B+C)          | 6.90  |

# Annex 7. Progress by Sector by Region under the South Work Program

| Country<br>Project ID<br>Implementation Period | Title/ Project Objectives<br>Progress as of April 30, 2019                                          | Fiscal Affairs | Monetary and<br>Capital Markets | Statistics | Legal |
|------------------------------------------------|-----------------------------------------------------------------------------------------------------|----------------|---------------------------------|------------|-------|
| <b>AFRICA</b>                                  |                                                                                                     |                |                                 |            |       |
| <b>COMPLETED</b>                               |                                                                                                     |                |                                 |            |       |
| <b>Ghana</b>                                   | <b>Strengthening Regulatory and Supervisory Capacity</b>                                            |                |                                 |            |       |
| MCM_GHA_2014_02<br>3/3/2014 - 11/30/2016       | Strengthen legal, regulatory, operational frameworks for risk-based supervision                     |                | ●                               |            |       |
|                                                | Enhance the supervisory capacity of BOG supervisory staff                                           |                | ●                               |            |       |
| MCM_GHA_2011_01<br>4/18/2011 - 1/31/2014       | <b>Strengthening Regulatory and Supervisory Capacity at Bank of Ghana</b>                           |                |                                 |            |       |
|                                                | Strengthen legal, regulatory, operational frameworks for risk-based bank supervision                |                | ●                               |            |       |
|                                                | Enhance the supervisory capacity of BOG supervisory staff                                           |                | ●                               |            |       |
|                                                | To strengthen the supervisory process including introducing a supervisory program                   |                | ●                               |            |       |
| MCM_GHA_2011_02<br>4/18/2011 - 1/31/2014       | <b>Enhance Financial Stability Analysis and Reporting</b>                                           |                |                                 |            |       |
|                                                | To strengthen the institutional framework of the BOG for financial stability analysis and reporting |                | ●                               |            |       |
|                                                | Build capacity in the BOG to undertake Financial Stability Analysis and Reporting                   |                | ●                               |            |       |
|                                                | To strengthen Financial Stability Reporting and communication to the market                         |                | ●                               |            |       |
|                                                | Build capacity for publication and dissemination of the Financial Stability Report                  |                | ●                               |            |       |
| LEG_GHA_2011_01<br>5/11/2011 - 4/30/2015       | <b>Tax Law Reform</b>                                                                               |                |                                 |            |       |
|                                                | Enact a Tax Administration Act                                                                      |                |                                 |            | ●     |
|                                                | Enact a Modernized Internal Revenue Act                                                             |                |                                 |            | ●     |
|                                                | Amend Value Added Tax (VAT) law                                                                     |                |                                 |            | ●     |
|                                                | Enact a new Customs Management Act                                                                  |                |                                 |            | ●     |
| <b>South Africa</b>                            | <b>Strengthen Treasury capacity for fiscal policy analysis</b>                                      |                |                                 |            |       |
| FAD_ZAF_2010_01<br>8/2/2010 - 6/30/2011        | Strengthen analytical capacity in the National Treasury's Fiscal Unit team                          | ●              |                                 |            |       |
|                                                | Provide international experience on fiscal rule design                                              | ●              |                                 |            |       |
|                                                | Identify further technical training needs                                                           | ●              |                                 |            |       |
| <b>ASIA AND THE PACIFIC</b>                    |                                                                                                     |                |                                 |            |       |
| <b>COMPLETED</b>                               |                                                                                                     |                |                                 |            |       |
| <b>Indonesia (Cancelled)</b>                   | <b>Enhance supervisory capacity at the Bank of Indonesia</b>                                        |                |                                 |            |       |
| MCM_IDN_2010_02                                | Strengthen the institutional development of BI's learning center                                    |                |                                 |            |       |
| <b>Vietnam</b>                                 | <b>Strengthen tax policy and administration</b>                                                     |                |                                 |            |       |
| FAD_VNM_2010_01<br>6/29/2011 - 10/31/2013      | Subject legislative reforms to create a growth-oriented tax policy regime                           | ●              |                                 |            |       |
|                                                | Support the implementation of tax administration modernization strategy                             | ●              |                                 |            |       |

| Country<br>Project ID<br>Implementation Period                | Title/ Project Objectives<br>Progress as of April 30, 2019                                       | Fiscal Affairs | Monetary and<br>Capital Markets | Statistics | Legal |
|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------|----------------|---------------------------------|------------|-------|
| <b>MIDDLE EAST AND CENTRAL ASIA</b>                           |                                                                                                  |                |                                 |            |       |
| <b>COMPLETED</b>                                              |                                                                                                  |                |                                 |            |       |
| <b>Egypt</b><br>FAD_EGY_2015_02<br>3/1/2016 – 6/30/2018       | <b>Strengthening Budget Formulation</b>                                                          |                |                                 |            |       |
|                                                               | Improve budgetary legal framework, budget preparation and fiscal risk management                 | ●              |                                 |            |       |
| <b>Egypt</b><br>FAD_EGY_2015_03<br>3/1/2016 – 4/30/2017       | <b>Egypt: Tax Administration</b>                                                                 |                |                                 |            |       |
|                                                               | Taxpayers file tax declarations on time                                                          | ●              |                                 |            |       |
|                                                               | Taxpayers pay taxes in full on time                                                              | ●              |                                 |            |       |
| <b>Tunisia</b><br>FAD_TUN_2014_03<br>1/24/2014 – 4/30/2016    | <b>Tax Policy and Administration</b>                                                             |                |                                 |            |       |
|                                                               | Streamline, strengthen, improve productivity of indirect and direct tax regimes                  | ●              |                                 |            |       |
|                                                               | Modernize tax administration and strengthen its effectiveness                                    | ●              |                                 |            |       |
|                                                               | Reform tax administration, integrating functions and responsibilities into a single organization | ●              |                                 |            |       |
| <b>CANCELLED</b>                                              |                                                                                                  |                |                                 |            |       |
| <b>Egypt</b><br>FAD_EGY_2010_02<br>9/30/2010 – 4/30/2015      | <b>Strengthen tax administration reform agenda</b>                                               |                |                                 |            |       |
|                                                               | Modernize effective tax administration                                                           | ●              |                                 |            |       |
|                                                               | Convert the General Sales Tax into a VAT, introduce small business taxation                      | ●              |                                 |            |       |
| <b>Egypt</b><br>FAD_EGY_2010_03<br>1/1/2011 – 4/30/2014       | <b>Strengthen fiscal management capacity</b>                                                     |                |                                 |            |       |
|                                                               | Improve PFM systems across central, sub-national governments                                     | ●              |                                 |            |       |
|                                                               | Increase coordination between authorities and TA providers                                       | ●              |                                 |            |       |
| <b>WESTERN HEMISPHERE</b>                                     |                                                                                                  |                |                                 |            |       |
| <b>ONGOING</b>                                                |                                                                                                  |                |                                 |            |       |
| <b>Colombia</b><br>FAD_COL_2017_02<br>02/06/2017 – 02/28/2020 | <b>Revenue Administration</b>                                                                    |                |                                 |            |       |
|                                                               | Improve revenue administration, management and governance arrangements                           | ●              |                                 |            |       |
|                                                               | Strengthen tax administration core functions                                                     | ●              |                                 |            |       |
|                                                               | Strengthen customs administration core functions                                                 | ●              |                                 |            |       |
| <b>Peru</b><br>FAD_PER_2017_01<br>10/1/2016 – 01/31/2020      | <b>Revenue Administration</b>                                                                    |                |                                 |            |       |
|                                                               | Improve revenue administration, management and governance arrangements                           | ●              |                                 |            |       |
|                                                               | Strengthen tax administration core functions                                                     | ●              |                                 |            |       |
|                                                               | Strengthen customs administration core functions                                                 | ●              |                                 |            |       |
| <b>COMPLETED</b>                                              |                                                                                                  |                |                                 |            |       |
| <b>Colombia</b><br>FAD_COL_2009_01<br>7/20/2010 – 4/30/2013   | <b>Debt and Treasury Management</b>                                                              |                |                                 |            |       |
|                                                               | Modernization of debt and treasury management                                                    | ●              |                                 |            |       |
| <b>Colombia</b><br>FAD_COL_2013_01<br>8/29/2013 – 4/30/2016   | <b>Public Financial Management</b>                                                               |                |                                 |            |       |
|                                                               | Operationalize Business Continuity, Disaster Risk Plans for divisions of the Ministry            | ●              |                                 |            |       |
|                                                               | Rationalize business processes within the reorganized structure                                  | ●              |                                 |            |       |

| Country<br>Project ID<br>Implementation Period              | Title/ Project Objectives<br>Progress as of April 30, 2019                                                                                                               | Fiscal Affairs | Monetary and<br>Capital Markets | Statistics | Legal |
|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------------------|------------|-------|
| <b>Peru</b><br>FAD_PER_2010_02<br>11/1/2010 – 12/31/2014    | <b>Treasury and IFMIS Modernization</b>                                                                                                                                  |                |                                 |            |       |
|                                                             | Improving capacity for cash planning and management at the Peruvian treasury                                                                                             | ●              |                                 |            |       |
|                                                             | Modernization of the Peruvian financial management information system (SIAF)                                                                                             | ●              |                                 |            |       |
| <b>Regional</b><br>FAD_WHD_2015_01<br>9/1/2014 – 12/31/2015 | <b>Consolidating reform of tax and customs administration</b>                                                                                                            |                |                                 |            |       |
|                                                             | Improve compliance management in Colombia                                                                                                                                | ●              |                                 |            |       |
|                                                             | Improve compliance management in Peru                                                                                                                                    | ●              |                                 |            |       |
| <b>Regional</b><br>FAD_WHD_2011_01<br>2/28/2011 – 4/30/2014 | <b>Reform and Modernize Tax and Customs Administration in Colombia and Peru</b>                                                                                          |                |                                 |            |       |
|                                                             | Colombia - Strengthen capacity for improved compliance management, expand e-filing, restructure audit VAT refund processes, develop comprehensive risk model for customs | ●              |                                 |            |       |
|                                                             | Peru - Adopt a comprehensive compliance improvement program; strengthen audit, enforcement, and collection processes through the redesign of the IT systems              | ●              |                                 |            |       |
| <b>SWITZERLAND</b>                                          |                                                                                                                                                                          |                |                                 |            |       |
| <b>COMPLETED</b>                                            |                                                                                                                                                                          |                |                                 |            |       |
| ICD_IMF_2015_01<br>9/3/2014 – 4/30/2015                     | <b>SECO Bilateral Program Evaluation</b>                                                                                                                                 | ●              | ●                               | ●          | ●     |
| ICD_CHE_2013_01<br>6/18/2012 – 9/30/2014                    | <b>Video Production of SECO-Funded Success Stories</b>                                                                                                                   | ●              | ●                               | ●          | ●     |

Source: IMF Institute for Capacity Development, 2017.

#### LEGEND

● = Fully Achieved    ● = Largely Achieved    ● = Partially Achieved    ● = Not Achieved

## Annex 8. Progress by Sector Under the Global Work Program (Countries listed Alphabetically)

| Country<br>Project ID<br>Implementation Period                   | Title/ Project Objectives<br>Progress as of April 30, 2019                                     | Fiscal Affairs | Monetary and<br>Capital Markets | Statistics | Governance |
|------------------------------------------------------------------|------------------------------------------------------------------------------------------------|----------------|---------------------------------|------------|------------|
| <b>COUNTRY-SPECIFIC</b>                                          |                                                                                                |                |                                 |            |            |
| <b>ONGOING</b>                                                   |                                                                                                |                |                                 |            |            |
| <b>Colombia</b><br>FAD_COL_2017_04<br>10/01/2016 – 04/30/2020    | <b>Improving Fiscal Transparency</b>                                                           |                |                                 |            |            |
|                                                                  | Improve coverage and quality of fiscal reporting                                               | ●              |                                 |            |            |
|                                                                  | Strengthen identification, monitoring, and management of fiscal risks                          | ●              |                                 |            |            |
|                                                                  | Improve integration of asset and liability management                                          | ●              |                                 |            |            |
| <b>Egypt</b><br>FAD_EGY_2019_01<br>02/13/2019 – 07/01/2021       | <b>Budget Reform and Management of Fiscal Risks (NEW)</b>                                      |                |                                 |            |            |
|                                                                  | Better budget preparation                                                                      |                |                                 |            |            |
|                                                                  | Improve fiscal reporting and strengthen imangement of fiscal risks                             |                |                                 |            |            |
|                                                                  | Strengthen PFM laws                                                                            |                |                                 |            |            |
| <b>Ghana</b><br>MCM_GHA_2017_01<br>10/18/2016 – 10/17/2019       | <b>Strengthening Bank Regulation and Supervision</b>                                           |                |                                 |            |            |
|                                                                  | Implement Basel II and III regulatory framework                                                |                |                                 | ●          |            |
|                                                                  | Improve risk-based supervision practices and processes                                         |                |                                 | ●          |            |
|                                                                  | Develop strategy to implement Basel II Pillar 2 framework for ICAAP                            |                |                                 | ●          |            |
| <b>Kyrgyz Republic</b><br>MCM_KGZ_2017_01<br>4/9/2017 – 7/8/2019 | <b>Banking Supervision and Regulation</b>                                                      |                |                                 |            |            |
|                                                                  | Implement a risk-based supervision system and upgrade other supervisory processes              |                |                                 | ●          |            |
|                                                                  | Develop and strengthen banking regulations and prudential norms                                |                |                                 | ●          |            |
|                                                                  | Strengthen capital and liquidity positions, contributing to financial system stability         |                |                                 | ●          |            |
| <b>Peru</b><br>FAD_PER_2017_04<br>10/01/2016 – 09/30/2019        | <b>Public Financial Management</b>                                                             |                |                                 |            |            |
|                                                                  | Formulate a comprehensive, credible, and policy-based budget preparation                       | ●              |                                 |            |            |
|                                                                  | Strengthen identification, monitoring, and management of fiscal risks                          | ●              |                                 |            |            |
|                                                                  | Improve coverage and quality of fiscal reporting                                               | ●              |                                 |            |            |
|                                                                  | Improve integration of asset and liability management framework                                | ●              |                                 |            |            |
| <b>Tajikistan</b><br>MCM_TJK_2017_02<br>4/29/2017 – 8/31/2019    | <b>Strengthening Bank Regulation and Supervision</b>                                           |                |                                 |            |            |
|                                                                  | Implement a risk-based supervision system and upgrade other supervisory processes              |                |                                 |            |            |
|                                                                  | Improve regulatory guidelines to improve supervisory effectiveness and prudential provisioning |                |                                 |            |            |
|                                                                  | Upgrade regulatory framework to strengthen financial surveillance                              |                |                                 |            |            |
| <b>Tajikistan</b><br>MCM_TJK_2018_02<br>06/25/2018 – 12/31/2019  | <b>Strengthening Monetary and Exchange Rate Policy and Operations at the NBT (NEW)</b>         |                |                                 |            |            |
|                                                                  | Strengthen the capacity of the central bank to implement monetary policy effectively           |                | ●                               |            |            |
|                                                                  | Develop capacity to implement FX operations efficiently                                        |                | ●                               |            |            |
|                                                                  | Enhance central bank's (CB) decision-making capacity and internal organization                 |                | ●                               |            |            |

| Country<br>Project ID<br>Implementation Period                                                                               | Title/ Project Objectives<br>Progress as of April 30, 2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Fiscal Affairs | Monetary and<br>Capital Markets | Statistics | Governance |
|------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------------------|------------|------------|
| <b>Albania</b><br>MCM_ALB_2019_01<br>1/16 2017 - 7/31/2018                                                                   | <b>Banking Regulation and Supervision (NEW)</b><br>Strengthened Financial Sector Surveillance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                |                                 |            |            |
| <b>COMPLETED</b>                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                |                                 |            |            |
| <b>Albania</b><br>MCM_ALB_2017_03<br>1/16 2017 - 1/31/2018                                                                   | <b>Monetary Policy Advisor to Governor of Bank of Albania</b><br>Improving the economic analysis and forecasting capabilities at the CB<br>Strengthen Central bank capacity to implement monetary policy effectively                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                | ●                               |            |            |
| <b>REGIONAL PROJECTS</b>                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                |                                 |            |            |
| <b>Regional, Albania, Bosnia and Herzegovina, Kosovo, Macedonia and Serbia</b><br>STA_EUR_2017_01<br>05/01/2016 - 09/30/2019 | <b>Improve Capacity for GFS in South Eastern European Countries (NEW)</b><br>Albania: Strengthen compilation and dissemination of data on macroeconomic and financial statistics according to international standards<br>Bosnia and Herzegovina: Strengthen compilation and dissemination of data on macroeconomic and financial statistics according to international standards<br>Kosovo: Strengthen compilation and dissemination of data on macroeconomic and financial statistics according to international standards<br>Macedonia: Strengthen compilation and dissemination of data on macroeconomic and financial statistics according to international standards<br>Serbia: Strengthen compilation and dissemination of data on macroeconomic and financial statistics according to international standards |                |                                 | ●          |            |
| <b>Regional, Azerbaijan, Kyrgyz Republic, and Tajikistan</b><br>STA_MCD_2017_01<br>06/01/2016 - 04/30/2020                   | <b>Central Asia and South Caucasus Fiscal Transparency (NEW)</b><br>Azerbaijan: Strengthen compilation and dissemination of data on macroeconomic and financial statistics according to international standards                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                |                                 | ●          |            |
|                                                                                                                              | Kyrgyz Republic: Strengthen compilation and dissemination of data on macroeconomic and financial statistics according to international standards                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                |                                 | ●          |            |
|                                                                                                                              | Tajikistan: Strengthen compilation and dissemination of data on macroeconomic and financial statistics according to international standards                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                |                                 | ●          |            |
| <b>Regional, Colombia, Indonesia, and Peru</b><br>STA_IMF_2017_04<br>06/01/2016 - 04/30/2020                                 | <b>Develop Capacity to Compile Sectoral Accounts and Balance Sheets in Selected Emerging Market Economies (NEW)</b><br>Colombia: Strengthen compilation and dissemination of data on macroeconomic and financial statistics according to international standards<br>Indonesia: Strengthen compilation and dissemination of data on macroeconomic and financial statistics according to international standards<br>Peru: Strengthen compilation and dissemination of data on macroeconomic and financial statistics according to international standards                                                                                                                                                                                                                                                              |                |                                 | ●          |            |
| <b>Regional, Colombia, Peru, Tunisia, and Ukraine</b><br>STA_IMF_2017_05<br>06/01/2016 - 04/30/2020                          | <b>Improve Capacity for Residential Property Price Indexes (NEW)</b><br>Colombia: Strengthen compilation and dissemination of data on macroeconomic and financial statistics according to international standards                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                |                                 | ●          |            |
|                                                                                                                              | Peru: Strengthen compilation and dissemination of data on macroeconomic and financial statistics according to international standards                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                |                                 | ●          |            |
|                                                                                                                              | Tunisia: Strengthen compilation and dissemination of data on macroeconomic and financial statistics according to international standards                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                |                                 | ●          |            |
|                                                                                                                              | Ukraine: Strengthen compilation and dissemination of data on macroeconomic and financial statistics according to international standards                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                |                                 | ●          |            |

| Country<br>Project ID<br>Implementation Period                                                        | Title/ Project Objectives<br>Progress as of April 30, 2019             | Fiscal Affairs | Monetary and<br>Capital Markets | Statistics | Governance |
|-------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|----------------|---------------------------------|------------|------------|
| <b>COMPLETED</b>                                                                                      |                                                                        |                |                                 |            |            |
| <b>Regional,<br/>Albania, FYR<br/>Macedonia, Serbia</b><br>FAD_EUR_2017_02<br>01/01/2017 – 12/31/2018 | <b>Southeast Europe Revenue Administration (NEW)</b>                   |                |                                 |            |            |
|                                                                                                       | Albania: Strengthen revenue administration management and governance   | ●              |                                 |            |            |
|                                                                                                       | Albania: Strengthen tax administration core functions                  | ●              |                                 |            |            |
|                                                                                                       | Macedonia: Strengthen revenue administration management and governance | ●              |                                 |            |            |
|                                                                                                       | Macedonia: Strengthen tax administration core functions                | ●              |                                 |            |            |
|                                                                                                       | Serbia: Strengthen revenue administration management and governance    | ●              |                                 |            |            |
|                                                                                                       | Serbia: Strengthen tax administration core functions                   | ●              |                                 |            |            |
| <b>ONGOING</b>                                                                                        |                                                                        |                |                                 |            |            |
| ICD_CHE_2019_01<br>05/01/2018 – 04/30/2020                                                            | <b>SECO Bilateral Program Evaluation</b>                               |                |                                 |            |            |

Source: IMF Institute for Capacity Development, 2018.

#### LEGEND

● = Fully Achieved    
 ● = Largely Achieved    
 ● = Partially Achieved    
 ● = Not Achieved





Switzerland-IMF Partnership  
on Capacity Development

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